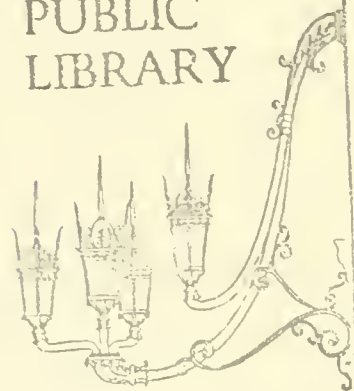


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Request for Proposal
DOWNTOWN CROSSING
RETAIL MARKET ANALYSIS
For Boston Redevelopment Authority



HALCYON LTD.
Development Consultants
55 High Street
Hartford, Connecticut 06103
(203) 527-1896
Cable: HALCYON

DOWNTOWN
Crossing
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100.

HALCYON LTD.
Development Consultants
55 High Street
Hartford, Connecticut 06103
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Cable: HALCYON

22 October 1981

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Mr. Robert J. Ryan, Director
Boston Redevelopment Authority
Room 903
One City Hall Square
Boston, MA 02201

Dear Mr. Ryan:

We are pleased to respond to your request for proposals to prepare a Retail Strategy for Boston's Downtown Crossing Retail District. Halcyon has built up its expertise by participating and directing the center city revitalization efforts of unennumerable projects and cities across the United States.

We are committed to the restoration of traditional retailing centers as vital public places that Boston area residents will visit weekends and evenings for entertainment and restaurants, complementing the retailing functions for the daytime office population.

The public improvements already made along Washington Street have set the stage for this revitalization process, but Downtown Crossing must now define its target markets vis-a-vis Back Bay and the Waterfront and implement a marketing strategy to energize this city space.

We believe that Halcyon is the right team for this job based on:

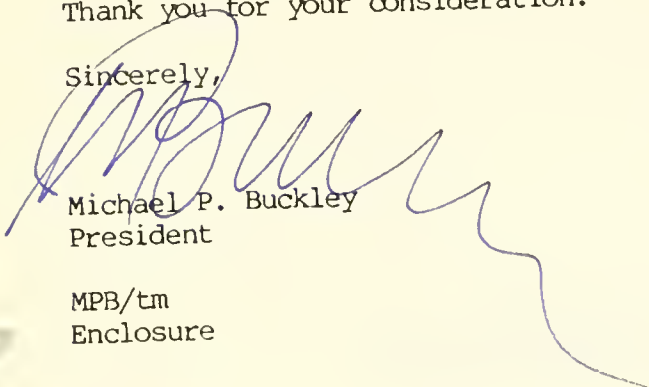
- o unique "hands-on" experience developing and managing urban mixed-use retailing projects;
- o hard quantitative market and financial analyses to guide and inspire the creative merchandising concepts that produce high quality results; and
- o our specific knowledge of the Boston retailing environment and downtown institutional mechanisms generally.

Mr. Ryan
22 October 1981
Page Two

We hope you share our optimism about the importance of this assignment to the City of Boston. We can assure you that the Halcyon team will give this project the priority and professional attention this opportunity requires.


Thank you for your consideration.

Sincerely,



Michael P. Buckley
President

MPB/tm
Enclosure



PROPOSAL FOR
DOWNTOWN CROSSING RETAIL MARKET
ANALYSIS CONTRACT



PRESENTED TO:
BOSTON REDEVELOPMENT AGENCY
BOSTON, MASSACHUSETTS

By:

Halcyon Ltd.
Hartford, Connecticut

22 October 1981

PROPOSAL FOR
DOWNTOWN CROSSING RETAIL MARKET
ANALYSIS CONTRACT

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SECTION 1.0 INTRODUCTION - A TEAM FOR DOWNTOWN BOSTON

Our Skills

1. Provide a "Real World" View—Halcyon's development team has direct bottom line responsibility for project development, in addition to its consulting responsibilities. It is precisely this "Real World" orientation to the rules and vocabulary of the development community that has attracted our previous clients.
2. Assist in developing new skills—Halcyon's project consulting roles with Citicorp, Arcade Square Ltd. in Dayton, the Harristown Development Corporation, and private developers such as The Maguire Partners in Los Angeles, is specifically geared to train and implement new skills within those institutions or organizations. Our work in New Haven is a most clear cut example of that competency—where we left behind, not a simple written report, but a process and organization.
3. Credibility in the Retail Community—the Halcyon Team knows, and is known to the national retail community, yet the Halcyon Team would not be considered a direct threat to that community, as we function in a limited development capacity. We have already established our credibility in Boston retailing circles, with our adaptive re-use study of the Historic Monument Area of the Charlestown Navy Yard and our current mixed-use study of the Transportation Building.
4. Strength in Market Analysis—Halcyon's work in New York, Baltimore, New Orleans, Harrisburg, Washington, New Haven and Pittsburgh for Private, Non-Profit and City clients show a deliberate strength in market analysis. Our UDAG national consulting role relies heavily on these skills.
5. Demonstrated Ability to Manage Complex Projects—Many principals on the Halcyon Development Team have formal training in management. Principals have held executive responsibilities in a wide variety of institutional and private settings. Our solutions to a wide variety of downtown problems are always responsive to conflicting goals of various urban interest groups, but still produce realistic implementation procedures.

Our Record

Perhaps one of the most relevant credentials is Halcyon's experience as national consultant to the Urban Development Action Grant Program. This innovative urban financing development grant effort requires us to be knowledgeable with a wide variety of development settings, and more importantly, stresses and builds upon our negotiation strengths with cities, developers and the Federal government. Our technical assistance requests have varied from a recent assignment to package the second phase of the Galleria project in Downtown Philadelphia, to unraveling and piecing together a viable grant agreement for the Miami World Trade Center. This consulting assignment requires us to understand, coordinate and negotiate a series of separate development objectives in each and every circumstance.

Halcyon has grown rapidly since its founding seven years ago. A string of successes have led developers and cities to use Halcyon for a full spectrum of development advice from feasibility studies through marketing to operation and management. They include:

- o Lafayette Mall--New Orleans, Louisiana
- o New Haven Downtown Council--New Haven, Connecticut
- o The City at 42nd Street--New York, New York
- o Strawberry Square--Harrisburg, Pennsylvania

Halcyon has just completed a feasibility study for a one-mile long pedestrian and transit mall along Lafayette Street in New Orleans, linking the new 630,000 square foot Exhibition Center with the Louisiana Superdome. The project included detailed financial analysis of specialty retail, hotel, office and residential uses along the mall, as well as a zoning bonus to fund the capital cost of the mall. Our work in Downtown New Orleans for the Downtown Development District was funded in part with an UMTA Grant. Therefore, we are familiar with their contracting requirements. Further, our work for the Department of Housing and Urban Development means that we are qualified to do business under all of their regulations.

The City of New Haven selected Halcyon to prepare a market analysis of downtown revitalization strategy that created the New Haven Downtown Council. Beginning with an overall economic analysis of Downtown New Haven, we assisted in the creation of the New Haven Downtown Council, running it out of our Hartford office for the first four months, recruiting staff, establishing by-laws and producing a Public Relations campaign, before transferring the entire operation to local control. The results of this effort have increased interest tremendously in renovation and new construction in Downtown New Haven. In addition to office space now being developed under our study of office space potentials, a major mixed-use complex proposed by the Rouse Company, is a direct result of our analysis of New Haven's regional retailing role and what must be done to preserve any significant portion of its market.

With funding from the Ford Foundation, Halcyon created mixed-use entertainment, cultural and specialty retail concepts to turn-around the most important block in Times Square. The New York State Urban Development Corporation is now offering sites along 42nd Street for mixed-use development, generating intense developer interest.

Halcyon recently completed the marketing of two levels of shops and restaurants at Strawberry Square, in Harrisburg, Pennsylvania. As predicted in our original analysis, the mixed-use project, which includes state and private office buildings, has made an important contribution to the life and energy of Pennsylvania's capital. A second phase expansion is in the planning stages.

SECTION 2.0 SCOPE OF SERVICES

TASK 1 Economic Analysis

TASK 1A Current Market Share Characteristics

TASK 1A.1 Orientation

Due to its previous assignments in Boston, such as the Charlestown Navy Yard Historic Monument Area, and current projects such as the Transportation Building on Stuart and Tremont Streets, Halcyon is extremely familiar with the sources and types of retailing data available in the Boston Area. However, we will review the previous Downtown Crossing studies and the evaluation data base managed by Cambridge Systematics in order to understand the specifics of the study area and utilize existing knowledge as our starting point.

This task will include a recapitulation of CBD, City and SMSA spending patterns, as well as underlying population and income dynamics. Other downtown market factors, such as office construction, land values, housing development, etc. will also be examined.

TASK 1A.2 Shopper Survey

We assume that the shopping behavior of downtown office workers and current Washington Street shoppers is adequately documented. However, information about "potential" shoppers is not apparently available.

Therefore, it will be necessary to obtain similar statistical data for these "missing" shoppers in order to make intelligent policy decisions.

Halcyon would conduct a random telephone survey of approximately 800 Boston area households to ascertain their shopping habits, lifestyle characteristics, attitudes towards downtown attractions, security, access, etc.

The survey instrument would be refined in consultation with BRA staff and a small pre-test.

The results would be compiled by computer with sufficient cross-tabulations to identify particular market segments.

TASK 1A.3 Competitive Retail Alignment

The important characteristics of major retail centers in the Boston area will be summarized as to location, access, anchor tenants, amenities, etc.

This information will be supplemented by shopper comments and attitudes.

Halcyon will focus, especially, on Back Bay and the Waterfront and also identify future competition such as Copley Place. Due to relationships within the retail development community, Halcyon is often aware of plans not publicly announced.

TASK 1A.4 Merchant Interviews

Halcyon will conduct personal interviews with the merchants along Washington Street, other downtown retailers and appropriate chains not currently represented in Boston to determine their experience and attitudes towards:

- o quality of the market
- o long term expectations
- o important physical features
(parking, signage, lighting, etc.)
- o operational problems
(security, hours of operations, common promotion, vendors, etc.)
- o costs of doing business
- o volume trends/shifts
- o suggested improvements

We normally canvass retailers to solicit interest in our new urban mixed-use projects and are accepted as industry insiders rather than academic experts.

TASK 1A.5 National Comparisons

Our consulting team will also review and document other American downtown retailing centers. Since we are currently active in New York, Pittsburgh, Washington DC, Chicago, Miami, Houston, New Orleans, as well as Boston we can easily obtain useful data and merchant reactions to previous downtown retailing strategies and lessons to be learned for Boston.

Working for the Pennsylvania Avenue Development Corporation, Halcyon outlined a phased strategy, now being implemented, to restore quality retail activity to the famous avenue in the nation's capital. The Greater Baltimore Committee asked us to analyze the economic performance of their city's retail district, and we suggested a workable development scheme to attract a series of private investments.

As part of our assignment as national consultant for HUD's Urban Development Action Grant program, Halcyon has produced a development monitor and control system to track the phased development of a twenty-five parcel, residential, office and industrial project in San Antonio, Texas, and is advising on the financial packaging of the second phase of the Gallery in Philadelphia.

TASK 1B Potential Market Share Projection

Using strategies developed in Task 2, Halcyon will project impacts on sales volumes along Washington Street.

Keying into national economic projections, we will establish income and retail sales scenarios; then we will forecast growth for the different submarkets in the Boston area; and finally apply market share estimates derived from historic trends and the worker and shopper attitude surveys.

These projections will culminate in the amount of square footage and tenant types supportable at Downtown Crossing. Concurrently, the necessary sales volumes and rents required will be generated.

Halcyon has analyzed market potentials for cities throughout the East. In New Orleans, we analyzed the market environment for the Lafayette Mall which will include retail, residential and office development along with a corridor connecting the Superdome to the New Orleans Convention Center on the Mississippi River. In New Haven, Connecticut, Halcyon prepared a marketing and implementation strategy for the revitalization of the downtown area covering hotel, commercial, office and residential absorption rates and parking issues. To implement the program Halcyon set up the privately funded New Haven Downtown Council. Recently, The Rouse Company announced plans to develop a \$400,000,000 downtown shopping mall to take advantage of the opportunities identified in Halcyon's analysis.

TASK 2 Strategy Development

TASK 2.1 Target Markets

Halcyon will investigate specific market segments and facilities which could provide support for development along Washington Street:

- o the existing and projected population of downtown office employments;
- o hotel guests - business visitors, tourists and the convention trade;
- o the audience drawn to cultural and entertainment facilities which exist or could be introduced to the downtown area;
- o potentials for new and revitalized downtown residential living;
- o the "critical mass" and density of public uses and attractions necessary to establish a high-profile destination without a department store.

Halcyon has broad experience in targeting commercial facilities to appeal to urban markets. For the State of Illinois Center, Halcyon is programming three levels of retail and food service to revive Chicago's North Loop by appealing to government and private office employees, subway and elevated train riders, theatre and arts patrons, and the guests of a 2,000-room convention hotel to open in a few years. The variety of uses and spectacular architecture will combine to create a destination and help downtown Chicago compete with North Michigan Avenue as Chicago's retail sales center.

Our programming for the public spaces at the New York Convention Center designed by I.M. Pei and now under construction by the Urban Development Corporation will use convention visitors as a base of support for restaurant and entertainment offerings while attracting New Yorkers and tourists from around the world. It will also promote New York to convention visitors and encourage them to visit the city's attractions. Our report defined several market segments and projected capture rates and sales for various attractions, based on research and comparable facilities.

TASK 2.2 Public Participation

Working with the citizens advisory group established by the city, Halcyon will structure an "open planning process" for maximum public input with significant attention to media oriented information and graphics. With the aim of building public and private consensus on goals for the Washington Street development, we will strengthen the image for the project in the early stages of the contract.

Consultants will keep the advisory group current on the progress of the study, and its members will have the opportunity to discuss its direction and findings. In early meetings they will identify issues and provide input on market analysis and planning. Later, the group will review and comment on the results of the analysis and the alternative development concepts.

- o Halcyon will hold monthly meetings with the advisory group selected. Minutes will be available to the Boston Redevelopment Authority.
- o An open public presentation will be convened by the city during the second month to present various concepts and gather reactions from affected property owners and tenants. At a second public meeting at the conclusion of the project, the consultants will discuss the proposed strategies and operational issues and present final recommendations.
- o Media materials (local newspaper, magazine and television) will be prepared with an eye to broader distribution to build the public image for Washington Street.

Halcyon has gained experience organizing and working with local groups on many of its projects. We have found them an effective source of information and a useful means of testing concepts on local constituencies. On New Orleans' Armstrong Park we assembled and worked with an advisory board including local merchants, businessmen and representatives of the adjacent Tremé community. We set up the Downtown Council in New Haven, made up of local businessmen and property owners, to implement the strategies we developed as consultants to the City. The Council survives with private sponsorship and has recently undertaken a successful media campaign to promote downtown New Haven and attract new investment and development.

TASK 2.3 Concept and Theme

Halcyon will develop thematic concepts which will link the various components. The themes will provide conceptual guidelines for leasing and design efforts as well as give the project a public profile, which will be useful for building consensus around the project in its early phases and for promotion and marketing.

- o Generation of several concepts to be tested in the downtown Boston market;
- o Selection and articulation of a cohesive theme to present the strongest marketing image to prospective tenants, developers and the general community.

Serving as development directors, Halcyon created The Market at Citicorp Center in New York. Its international food theme has contributed to the project's widely recognized success. Comparable themed retail components are in development by our office for other corporate headquarters in New York, Toledo and Pittsburgh as well as for speculative office projects, including Crocker Center in Los Angeles and Oxford Centre being developed by major shopping center developers in Pittsburgh.

TASK 2.4 Operational Issues

The consultants will examine major issues including operating hours; common area maintenance; security and promotion. Halcyon will estimate the cost of these operations and recommend a management structure to oversee them and financial arrangements to allocate the expenses.

- o Ownership, management and leasing structure;
- o Common and leased area maintenance, service and deliveries;
- o Hours and security;
- o Promotion management and allocation;
- o Vendors and licensing.

The costs of doing business in this downtown context will be compared to competing centers in Back Bay and the suburbs.

Having completed the construction management of the \$10,000,000 restoration of 75-year-old Arcade Square in Dayton, Ohio, Halcyon is currently directing the operation and promotion of this 110,000 square foot food and specialty center in downtown Dayton, Ohio. The award-winning project was sponsored by a consortium of civic and corporate leaders, for whom Halcyon acted as surrogate developer, and is the focal point of efforts at retail revival for the downtown. Additionally, Halcyon manages a specialty center near San Francisco which may be converted to mixed-use.

TASK 2.5 Coordination with Design Consultants

Halcyon will work with the design consultants and BRA Staff to coordinate:

- o Architectural and landscaping devices, both permanent and temporary, which contribute to the liveliness of the mall;
- o Service access and parking needs;
- o Design standards to encourage appropriate building treatments.
- o Phasing of improvements.

Halcyon has been responsible for conceiving and implementing merchandise plans in many of our downtown retail projects. As project construction manager for Aetna Life & Casualty on the Civic Center shops in downtown Hartford, we programmed, laid out, leased, and installed a specialty retail and restaurant center connected to Hartford's new Civic Center Arena and a Sheraton Hotel. We are currently advising Oxford Development of Monroeville, Pennsylvania on leasing a high-end fashion center we laid out for their new retail and office tower in downtown Pittsburgh.

TASK 3 Institutional Analysis

TASK 3.1 Alternative Mechanisms

Halcyon will identify different institutional and funding options utilized in other cities and determine the relative advantage and disadvantages of each in the Boston context. We will consider such issues as:

- o Sponsorship
(city, merchants association or combination)
- o Operating Funds
(special assessment districts, promotion fund, etc.)
- o Activities & Staffing
(mall management, dedicated maintenance staff, etc.)
- o Existing Strategies & New Legislation

We were instrumental in designing and implementing the New Haven Downtown Council by incorporating the needs of various downtown actors and establishing a strong track record for the organization in order to obtain funding. In New Orleans, we examined the impacts of zoning bonuses and special tax district revenues on the design objectives and capital requirements of the proposed Lafayette Pedestrian/Transit Mall.

TASK 3.2 Implementation Recommendations

Based on agency and public feedback regarding the possible institutional and financing mechanisms, we will synthesize an appropriate implementation process to activate the retail development strategy selected in Task 2. A strong marketing and promotion program will be created by Halcyon as the first step of the implementation process and transferred to local control.

We know from our development management experience in Hartford, Dayton, and Harrisburg how to create a climate for success in downtown Boston and how to mesh the market analysis, strategy/concept development and implementation/promotion tasks to design a realistic revitalization program.

TASK 4 Final Report

At the conclusion of this assignment, we will compile the statistical information generated, analytic memoranda, issue papers, meeting minutes into a technical appendix. Most importantly, however, we will prepare a powerful final report with high quality graphics and text to energize the downtown retailing community and establish the new image for Downtown Crossing.

We expect to produce ten copies of the technical appendix, with much wider distribution of the final public report.

SECTION 3.0 PROJECT ADMINISTRATION

Organization & Staffing

Halcyon will carefully coordinate all project activities with the Boston Redevelopment Authority with monthly project meetings to:

- o report on the status of each work element;
- o review draft work products for agency input and comment;
- o discuss the next steps in detail.

Michael Buckley, President of Halcyon Ltd., will be the principal in charge of this effort with particular emphasis on concept development.

Ted Amenta, Vice President, will have prime responsibility for strategy development and coordination with design consultants.

James Lynn, Halcyon's Senior Economist, will organize and administer the economic analysis tasks.

Additional members of Halcyon's project team include:

John Retford, Vice President	Administration
Carl Geupel, Senior Associate	Strategic Analysis
Jerome Rappaport, Jr., Develop. Analyst	Market Analysis
Ken Munkacy, Development Analyst	Retail Behavior
Frederick Crevoiserat, Sr. Associate	Financial Analysis
Natalie Korsheniuk, Sr. Associate	Promotion
George Homick, Sr. Associate	Graphic Communications
William Wilson, Operations Specialist	Operations
David Lemonds, Associate	Retail Planning

Detailed resumes of key personnel are included at the end of this proposal for further review of our team's professional qualifications.

SCHEDULE

Halcyon would be prepared to start work within two weeks of your notice to proceed.

We expect the entire study would be completed in five months, with the various tasks sequenced according to the attached project schedule.

Major project milestones occur 7, 14 and 19 weeks into the schedule. In the first phase the various market research tasks will be completed and presented for review and comment. The second phase will concentrate on strategy development and economic impacts; with the third phase concentrating on institutional mechanisms and implementation planning. The last phase is reserved for preparation of the final report with graphics suitable for public distribution.

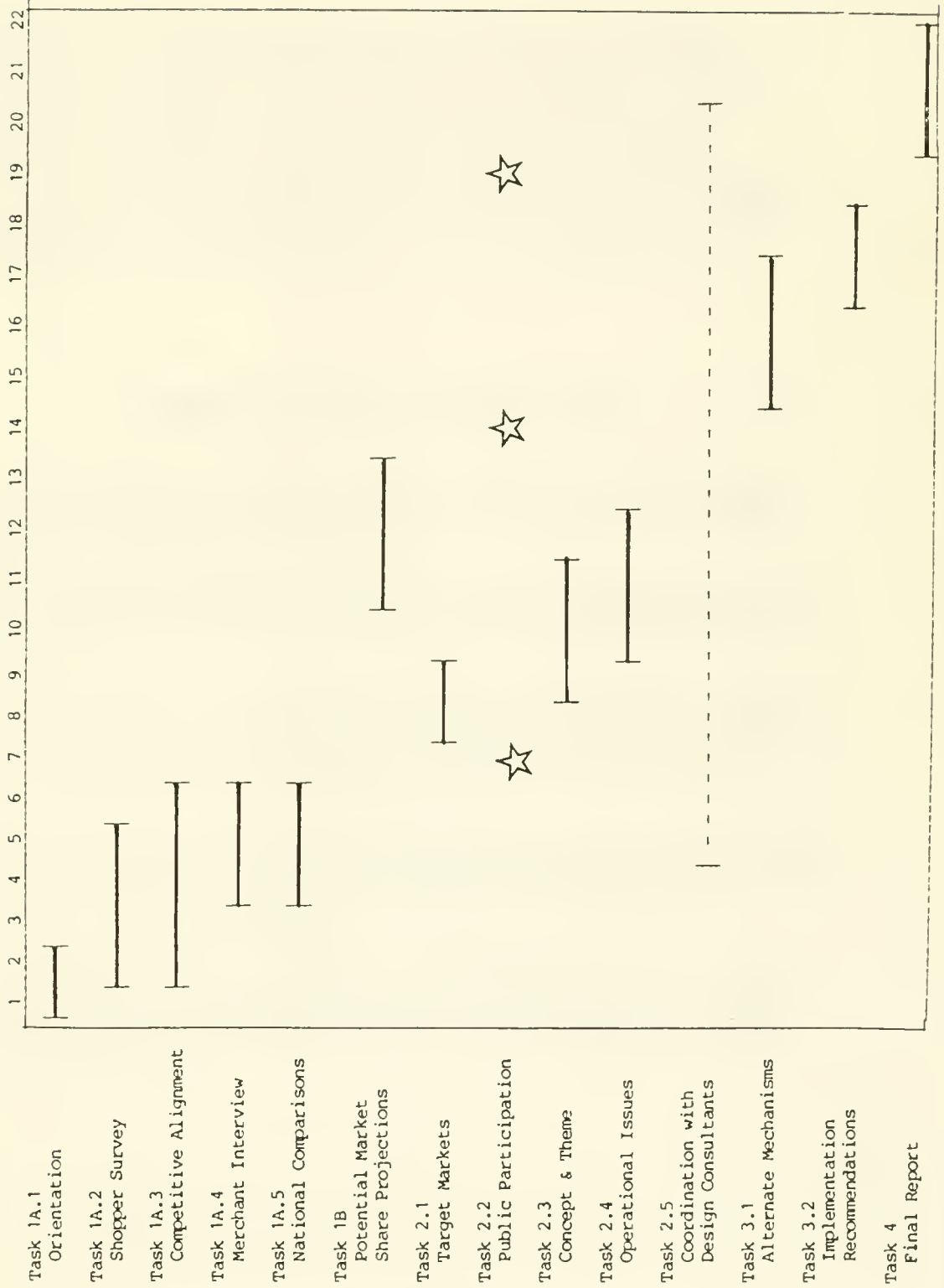
COSTS

Using standard costing procedures for our federal contracts (UDAG, UMPA, etc.) we estimate that the service described can be provided for the following sums including expenses:

Task 1	Economic Analysis	\$ 35,000
Task 2	Strategy Development	30,000
Task 3	Institutional Analysis	20,000
Task 4	Final Report	<u>15,000</u>
		\$100,000

Billings will be prepared monthly and submitted along with project status reports at monthly project meetings with BRA's technical and contracting officers.

DOWNTOWN CROSSING - BOSTON, MASSACHUSETTS
PROJECT SCHEDULE



AFFIRMATIVE ACTION POLICY

Halcyon Ltd. does not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. Halcyon Ltd. takes affirmative action to assure that employees are treated equally throughout their terms of employment. This affirmative action includes: employment, upgrading, demotion or transfer, recruitment, lay-off or termination, rates of pay and bonuses, selection for training and apprenticeship. In all solicitations for employment, Halcyon advertises that it is an equal opportunity employer.

MINORITY BUSINESS ENTERPRISES POLICY

It is the policy of Halcyon Ltd. to adhere to the goals and objectives of each community in which we work, as to Minority Business Enterprise participation.

We recognize the need to encourage minority businesses and provide them with opportunity for skill advancement and economic gain.

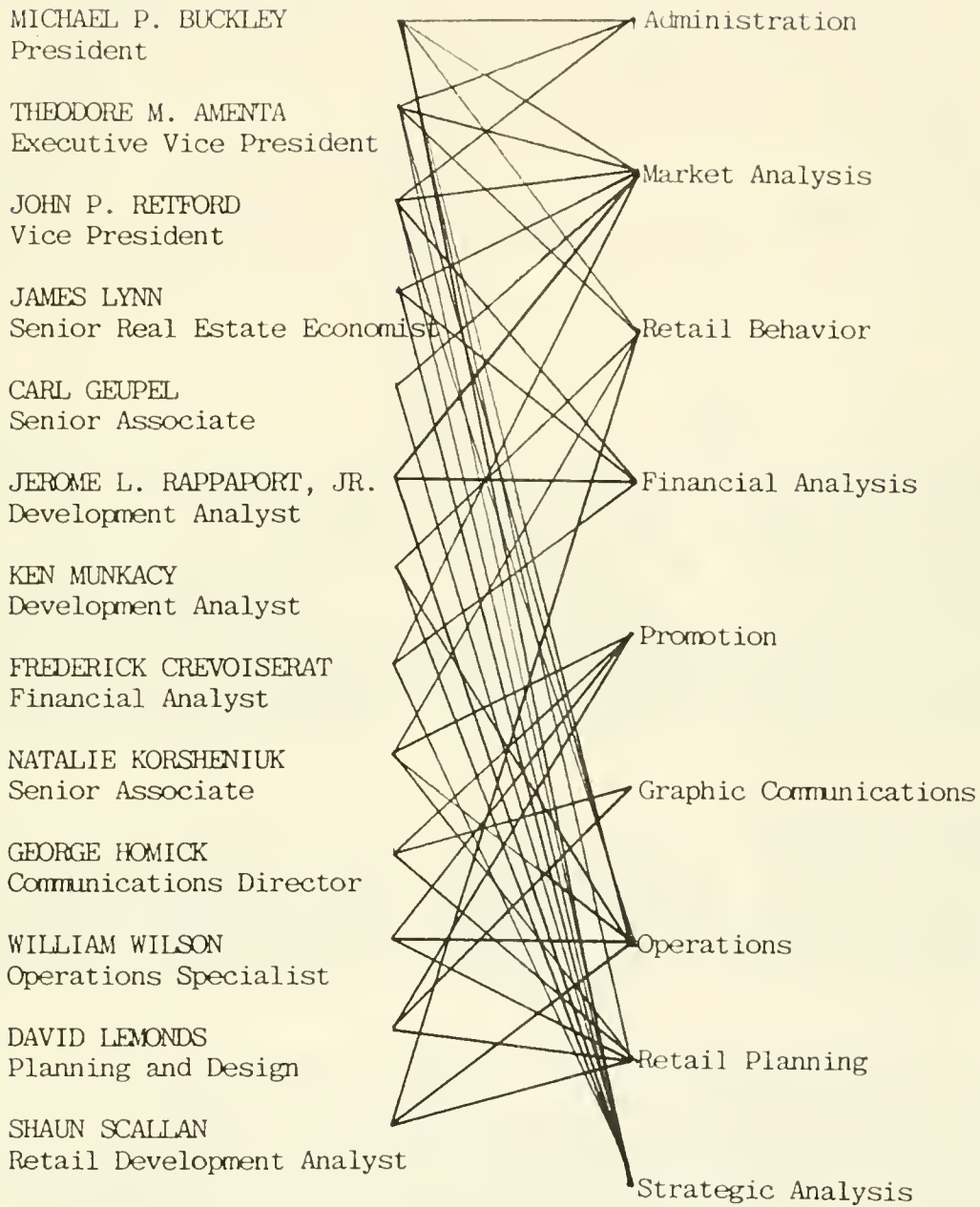
In Dayton, Ohio as Project Managers of Arcade Square, we negotiated, on behalf of the Owners a 15% MBE participation goal in the renovation work and actually achieved participation in excess of 17%.

In the Cities of Hartford and others we have successfully executed MBE programs, and have an ongoing relationship with a MBE subcontractor in our consulting role for the Department of Housing & Urban Development.

Participation of MBE contractors and suppliers will be sought by specific contact with appropriate minority business groups and associations and advertisements in local newspapers and trade periodicals.

BOSTON DOWNTOWN CROSSING

MATRIX OF SKILLS





Alcyon Ltd.
Development
Consultants

Development Management



Halcyon directed renovation of Dayton's historic Arcade Square.

Development Management

Development Management is the organization and control of the real estate development process, from concept to occupancy.

Since 1975, Halcyon Ltd. has undertaken Development Management assignments in a variety of settings:

- ☐ Aetna Life & Casualty retained us as overall project and construction managers, to organize leasing, design, and construction of their urban office/retail complex within a severely constrained time schedule.
- ☐ For a consortium of civic and corporate sponsors, we served as surrogate developer, charged with conceptualizing, directing renovation, leasing and management of a unique and historic rotunda-domed multi-use complex in downtown Dayton, Ohio.
- ☐ Senior Management of Burdines Department Store asked us to create and administrate architectural design for a prototype marketplace which would serve as a unique destination in downtown Miami.
- ☐ Hexalon Real Estate, Inc., an Atlanta-based real estate investment trust, requested Halcyon's assistance to assume management and leasing responsibilities for a unique specialty, retail, and office complex in California.

Each of our development assignments was characterized by unusual requirements for professional direction. Many of the circumstances didn't warrant our clients adding full time staff, or were activities clearly out of their mainstream expertise.

In each assignment, Halcyon filled many roles—negotiators, advisors, concept planners, surrogate developers assuming a degree of risk, and project managers with direct fiscal responsibilities.

We recognize the inherent differences in style, management and budgets of institutions, cities, corporations and private developers. Through objectivity and sensitivity to our client's needs, we have developed a reputation of reliability and creativity. And we believe that time, ours as well as our client's, is valuable.

To each development assignment, Halcyon dedicates a custom-tailored project team, and works for agreed fixed fees with performance incentives, either as an independent entity or as a direct extension of the client's staff.



Fee Development: Arcade Square

Dayton's Arcade Square is a seventy-five year old architectural marvel. The project consists of four interconnected Flemish and Greek revival buildings, including a magnificent ninety foot diameter rotunda. Seventy feet above the rotunda floor, a glass dome admits natural light and further expands the dramatic rotunda details and unique decor. The total project includes specialty retail and restaurants, housing, and office space.

Halcyon was asked to direct the development of the Arcade Square project, including implementing financial and merchandising plans, guiding construction, and directing the leasing effort to transform the rotunda market into a 110,000 square foot office, specialty shopping and restaurant complex. Halcyon's project team of financial, marketing, development, construction and leasing specialists coordinated the commitments of civic and corporate interests including Mead Corporation and NCR. In effect, Halcyon acted as surrogate developer, directing Arcade Square's unique balance of historic preservation and modern merchandising. Following our conceptual, project management and leasing roles, we are currently responsible for ongoing property management and marketing.

The second phase of this award winning project will include 56 units of rental housing and over 33,000 square feet of additional office space.

Beyond beauty and historic significance, Arcade Square has become the focal point of a new Downtown Dayton revival.



Complex renovation required sensitivity to irreplaceable historic architectural details.

Dramatic rotunda dome provides focus for new vertical transportation systems as well as public gatherings.



Diversity of architectural styles, from Flemish exterior to the Greek Revival rotunda required careful positioning of food service and retail spaces.

Project and Construction Management: Hartford Civic Center Complex

Hartford's Civic Center complex is a \$70 million mixed-use public and private joint venture. Participants are Aetna Life & Casualty, The City of Hartford, and ITT Sheraton Corporation. The Civic Center's two city blocks house retail space, corporate offices, Hartford's Civic Coliseum, and a major hotel.

Aetna Life & Casualty's Real Estate Investment Department retained Halcyon as overall project and construction managers for their 330,000 square foot specialty retail and office complex.

Working within a severely constrained ten-month schedule, Halcyon's cost analysts, design coordinators, and construction managers developed budgets, leasing programs, pro forma analyses and construction timetables for the retail and restaurant complex. Halcyon's team delivered 110,000 square feet of designed corporate office space and a fully-leased 50 shop retail and restaurant complex, working closely with over 65 subcontractors and administering construction contracts in excess of \$12,000,000.

Halcyon's finance, marketing and construction professionals developed and implemented a program that worked. Not only for Civic Center but for Downtown Hartford. The ripple effect radiating from this viable mixed-use urban development has fostered both residential and commercial construction and a variety of renovations in the surrounding Downtown area.



Multi-use downtown complex includes specialty retail shops, restaurants, and corporate offices connected to the hotel and city-owned coliseum.



Starting with the base building shell, construction included complex environmental and vertical movement systems in addition to extensive architectural finishes.



Food service choices ranging from luxury restaurants to cafes, and a quick-service market, create the principal draw for fashion and specialty shops.



Combination of unusual food service and merchandise offerings coupled with tight design controls attracts downtown workers as well as suburban residents.

Property Management: Mountain View

The Old Mill is a two-level enclosed specialty center in Mountain View, California. Extensive interior landscaping combined with redwood and other natural elements, blends the center into the California environment.

Hexalon Real Estate, Inc., an Atlanta-based real estate investment trust, retained Halcyon to propose and evaluate strategies for maximizing the center's revenues. Following our recommendations, which included a marketing program, leasing strategy, and operations recommendations, Halcyon assumed management operations of the center.

Through Halcyon Leasing and Management, Inc., a wholly-owned subsidiary, Halcyon's management team is developing and implementing new operational procedures and staffs for promotion, security, servicing, and auditing. Halcyon's leasing specialists have evaluated the competitive environment to develop and implement a carefully targeted re-leasing strategy.



Luxuriant interior environment provides the setting for a range of food, entertainment and specialty retail experiences requiring strong management capability.

Design Management: Burdines Department Stores

At the request of Burdines' senior management, Halcyon developed and executed a major prototype project for the chain's flagship store in downtown Miami. "The Marketplace at Burdines" is a retail food and restaurant complex occupying the first level of a newly renovated store annex that had been unoccupied for several years. The concept, site and commitment were all experimental, and the objective was to create a unique downtown destination concept that Burdines could adapt to other store locations.

Halcyon organized a design team comprised of an innovative international design firm and an experienced food service expert. In a series of intensive on-site sessions with Burdines' senior management, Halcyon's specialists conceptualized, created pro formas, and achieved merchandising consensus. Continuing supervision of the design process and construction installation produced a fresh, inviting retail food and restaurant environment, warmed by earth tones and punctuated with strong graphics created by Halcyon.



Creation of "The Marketplace at Burdines" prototype required assembling a design team and achieving merchandising consensus for an unusual one-of-a-kind operation.

Halcyon: professional credentials and specialized services.

Additional Development Advisory Services to:

AT&T, New York,
New York

Corp., New York,
New York

Capital Development Board,
Chicago, Illinois

Ford Development Company,
Pittsburgh, Pennsylvania

Maguire Partnership,
Los Angeles, California

Corp., Inc., Orlando and
Tallahassee, Florida

de Rocca Group,
New Brunswick, Canada

Urban Development Action Grant
Program, Washington, D.C.

Meristown Development
Corporation, Harrisburg,
Pennsylvania

German Realty,
Canton, Ohio

City of New London,
New London, Connecticut

Project Management: With a strong profit orientation, Halcyon serves as an owner's direct agent fitting our management team into an existing organization. For development situations in which a client may require specialized expertise but does not wish to augment or create a development team, Halcyon will assume the major project management responsibilities for all or part of the development cycle.

Project management requires knowledge of short-term organizational control and reporting techniques, combined with a balanced view of the client's long-term development objectives. Our project teams have demonstrated their independently objective viewpoint, while maintaining the integrity of our client's goals and aspirations.

Fee Development: When a client desires to retain the prime equity position, Halcyon can provide full development services, including: concept, market analysis, assistance in financial packaging, assembling the design team, construction management, marketing and leasing to occupancy.

Fee development provides single-source management control through a dedicated project team. Halcyon assembles each team with an entrepreneurial spirit suited to the effort. They're supported by both headquarters and branch office professional staffs.

Project team compensation is based on a structured fee, recovery of staff costs, and performance incentives.

Construction Management: Halcyon has demonstrated capability in organizing construction packages, qualifying subcontractors, taking competitive bids, supervising the construction process and controlling construction budgets.

We also offer construction advice in the early stages of project development. Our teams anticipate problems, analyze costs versus benefits, and forecast realistic project development schedules.

In the unique environment of the mixed-use development, Halcyon has served a number of clients as both construction advisor and construction manager. Our staff has broad experience in construction, from base building structural and mechanical systems, to office, specialty shop and restaurant construction.

Design Management: The professional backgrounds of Halcyon's executives permit an unusually productive management of specialized design skills. Halcyon will search and contract for design services as required on a project basis. We have found this service to be extremely valuable in organizing, programming, reviewing and completing design tasks on behalf of our clients.

Halcyon's staff possesses a strong command of vocabulary and management skills. We're sympathetic to the design process, and we're able to strike a balance between creative and financial considerations. We have demonstrated our ability to integrate design services within the development process, permitting single source control while maintaining design excellence.

Leasing: Halcyon has undertaken direct or consulting leasing responsibilities for several mixed-use projects, working on a dedicated project team basis, compensated by structured staff costs with performance incentives.

We have assisted a number of clients in establishing a leasing strategy, organizing a marketing team, and directing leasing efforts through completion. Current knowledge of competition and sharp negotiating skills balanced with a professional attitude, produce a more development-oriented strategy than a typical brokerage transaction.

Halcyon Leasing and Management, Inc., a wholly-owned subsidiary, can act as an owner's agent to identify prospects, negotiate leases, and arrange sales.

Property Management: Effective property management requires more than technical expertise. Human factors, including both user and public perceptions, can influence bottom line performance. So we create an appropriate property image through marketing, promotional and thematic devices.

Halcyon's operations specialists have unique experience in the management and merchandising of specialty centers and urban mixed-use complexes. Currently we manage several centers with full responsibility for operating budgets, security, maintenance, promotion, and tenant relations.

We also offer pre-development advice on operational issues including security, maintenance and selection of performance-oriented construction materials.

Typical fee arrangements for property management include recovery of staff costs, percentage of gross, and equity participation where appropriate.

Property Management: Mountain View

The Old Mill is a two-level enclosed specialty center in Mountain View, California. Extensive interior landscaping combined with redwood and other natural element blends the center into the California environment.

Hexalon Real Estate, Inc., an Atlanta-based real estate investment trust, retained Halcyon to propose and evaluate strategies for maximizing the center's revenues. Following our recommendations, which included a marketing program, leasing strategy, and operations recommendations, Halcyon assumed management operations of the center.

Through Halcyon Leasing and Management, Inc., a wholly-owned subsidiary, Halcyon's management team is developing and implementing new operational procedures and staffs for promotion, security, servicing, and auditing. Halcyon's leasing specialists have evaluated the competitive environment to develop and implement a carefully targeted re-leasing strategy.



Luxuriant interior environment provides the setting for a range of food, entertainment and specialty retail experiences requiring strong management capability.

Design Management: Burdines Department Stores

At the request of Burdines' senior management, Halcyon developed and executed a major prototype project for the chain's flagship store in downtown Miami. "The Marketplace at Burdines" is a retail food and restaurant complex occupying the first level of a newly renovated store annex that had been unoccupied for several years. The concept, site and commitment were all experimental, and the objective was to create a unique downtown destination concept that Burdines could adapt to other store locations.

Halcyon organized a design team comprised of an innovative international design firm and an experienced food service expert. In a series of intensive on-site sessions with Burdines' senior management, Halcyon's specialists conceptualized, created pro formas, and achieved merchandising consensus. Continuing supervision of the design process and construction installation produced a fresh, inviting retail food and restaurant environment, warmed by earth tones and punctuated with strong graphics created by Halcyon.



Creation of "The Marketplace at Burdines" prototype required assembling a design team and achieving merchandising consensus for an unusual one-of-a-kind operation.

Halcyon: professional credentials and specialized services.

Additional Development Advisory services to:

T&T, New York,
New York
iticorp, New York,
New York
apital Development Board,
Chicago, Illinois
xford Development Company,
Pittsburgh, Pennsylvania
ne Maguire Partnership,
Los Angeles, California
dcorp, Inc., Orlando and
arasota, Florida
he Rocca Group,
New Brunswick, Canada
Urban Development Action Grant
Program, Washington, D.C.
arristown Development
Corporation, Harrisburg,
Pennsylvania
erman Realty,
Dayton, Ohio
ty of New London,
New London, Connecticut

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Halcyon Ltd.
Development
Consultants

Halcyon Ltd.
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Hartford, Connecticut 06103
(203) 527-1896
Cable: HALCYON

Halcyon/Arcade Square
Suite 270
4 West Third Street
Dayton, Ohio 45402
(513) 223-1356

Halcyon/The Old Mill
2540 California Street
Mountain View, California 94040
(415) 941-9595



Consulting Services:
***Market Analysis &
Financial Feasibility***



Alcyon Ltd.

Development
Consultants



Strategic Planning.
Financial Feasibility.
Market Analysis.
Development
Implementation.

Development is becoming more complex. New urban efforts focus on adaptive reuse, waterfront reclamation, convention and tourist facilities and mixed-use corporate towers. Complex planning issues and financial constraints are matched with increasingly elaborate public approvals and processes.

Pre-development feasibility analysis is the best form of risk protection for the private and public developer. As coordination between cities and developers increases, advance consideration of the appropriate balance between land use and market support is more important than ever.

Current urban development requires many different talents. Developers and cities have turned to Halcyon Ltd. for advice and implementation — from financial analysis and development planning to design management and marketing. We recognize that each project has a unique market setting. We bring hands-on, national development experience to each market and feasibility analysis.

Halcyon's staff includes skills in economics, development analysis, architecture, urban planning, project management, historic preservation, leasing and marketing. Our diverse points of view and professional backgrounds produce reliable and creative solutions. Finally, we believe that development objectives must be tempered by financial and marketing realities.



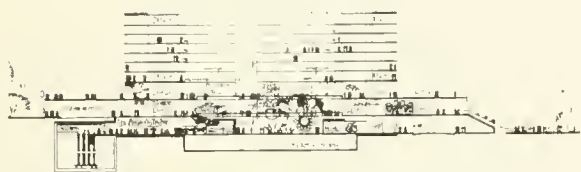
ARCADE SQUARE:
a Description of the
Physical, Organizational & Financial
Arrangements
for Its Revitalization

Arcade Square Dayton, Ohio

The \$10 million restoration of the 75-year-old Arcade Square, a historic domed rotunda, is one of the focal points of a major revival effort in the downtown area.

A consortium of civic leaders and large corporations including Mead and NCR retained Halcyon to resurrect the former Farmer's Market. Our initial efforts focused on a financing and merchandising plan to transform the building into 110,000 square feet of cafes and specialty shops. Over ten distinct sources of financing were identified and secured.

Halcyon was also responsible for construction management, leasing and promotion, coordinating city and federal commitments, including UDAG and historic preservation funding. We are currently serving as general managers.



SECOND PHASE REPORT PRE-DEVELOPMENT FEASIBILITY ANALYSIS

PREPARED FOR:
THE GREATER BALTIMORE COMMITTEE



Baltimore Central Retail District Baltimore, Maryland

With a four-part contract, the Greater Baltimore Committee asked us to analyze the economic performance of Baltimore's retail district, suggest a workable development scheme which could attract private investment, create a complete financial pro forma identifying potential sources and techniques for funding, and assist in profiling prospective developers for a \$50 million mixed-use project.

PPG Industries Pittsburgh, Pennsylvania

PPG hired Halcyon to undertake a market study of Pittsburgh - populations, income, retail and restaurant sales, outlying suburban competition and transportation. The final report analyzed present trends and future competition.

PPG's new World Headquarters in Pittsburgh includes substantial area for retail and restaurant components on the lower levels of Philip Johnson's spectacular architectural design. Halcyon's recommendation for restaurant and retail area allocations in the complex included specific demand analyses for various components.



Commercial Development Potentials **PPG Industries** **Corporate Headquarters**





Crocker Center *Los Angeles, California*

For Maguire Partners, Halcyon collaborated with Citicorp's Real Property Services to forecast restaurant and retail potentials for the new corporate high-rise complex for Crocker Bank. Halcyon's analysis of primary and secondary market support and food service demand and projections of supportable facilities became the basis for a tailored retail/food service master plan. Located in Bunker Hill — the heart of the new Los Angeles corporate community — the 2 million square foot Crocker Center features commercial space, outdoor plaza and a glass atrium.

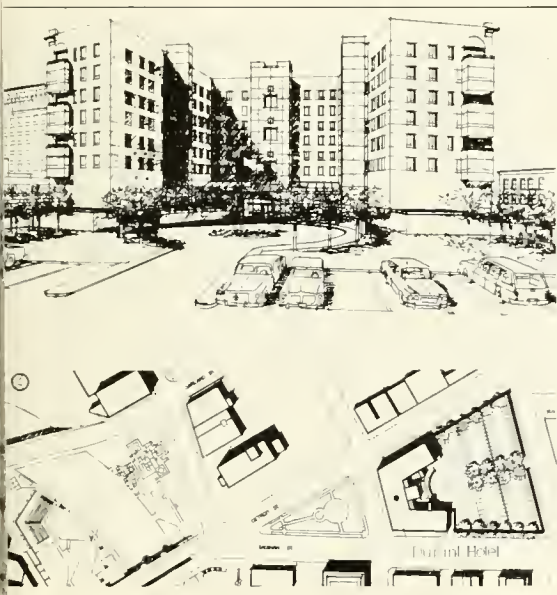
Maguire Partners/Crocker Center **Retail/Restaurant Potentials**

Prepared by Citicorp Real Property Services and Halcyon Ltd.



The City At 42ND Street *New York, New York*

For the non-profit City at 42nd Street, Inc., Halcyon's retail planners, development analysts and economists examined mixed-use cultural, entertainment and retail concepts for the heart of Manhattan's Times Square area. With study funding by the Ford Foundation, Halcyon was responsible for a sequence of retail and food service offerings within the proposed two-block complex. The project is currently under consideration by the city and state for development by the New York State Urban Development Corporation.



Flint Downtown Development Authority *Flint, Michigan*

For the Downtown Development Authority of Flint, Michigan, Halcyon has developed a redevelopment and renovation plan for the Pick/Durant Hotel, one of the last great achievements of Will Durant, the legendary founder of General Motors. We have also produced a housing analysis and market study for the Flint Lumber Yard site, on the city's main river and directly across from the heart of Downtown.

We conducted a survey through major employers, including the downtown hospital complex, for housing type preferences and rental rate structures from potential downtown residents. We also recommended development funding sources and financing packages, and assisted in the creation of a developer solicitation package.



Lafayette Mall New Orleans, Louisiana

Lafayette Mall will link the Superdome and the Poydras Street office corridor to the Mississippi riverfront and the Convention Center with a pedestrian and transit mall. The project combines specialty retail, residential and office opportunities in a collection of older downtown buildings. Halcyon is working with Daniel Mann Johnson Mendenhall, Inc. to conduct a market feasibility study for the New Orleans' Downtown Development District. Our responsibilities include establishing maximum development potentials, rehab and new construction pro formas, recommendations for specialty retail facilities, evaluation of motel/hotel and office market projections.

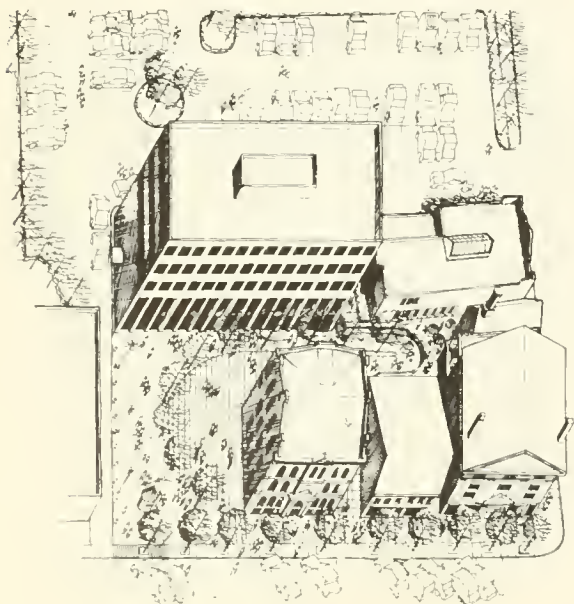


RETAIL MASTER PLAN
by: Halcyon Ltd.

Sheraton Corporation New York, New York

The Sheraton Corporation enlisted Halcyon's experience to analyze and upgrade current retail components as attractive amenities for hotel guests, while also increasing rental revenues.

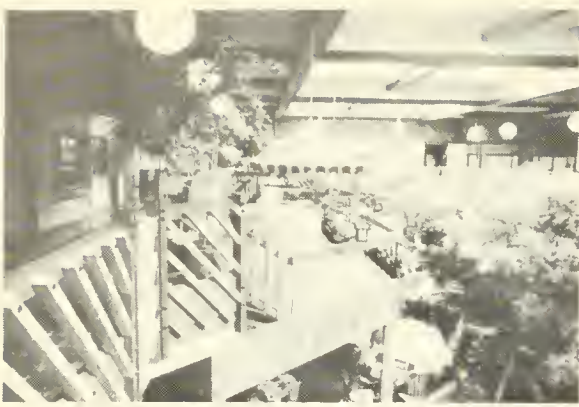
Our recommendations for the St. Regis in New York included new design considerations, development of unproductive space into profitable Fifth Avenue retailing, facade improvements, full development pro formas, and construction and leasing schedules which incorporated new merchandising and operating concepts.



Middlesex Theatre Block Middletown, Connecticut

The Middlesex Theatre Block is a cluster of historically significant buildings on Main Street, built shortly after the Civil War. Halcyon was retained by the Middletown Redevelopment Agency, at the urging of the Ad Hoc Committee for Preservation to reconcile a controversy between factions who desired to preserve the Block and those who believed it was not financially feasible.

We presented reuse concepts which were both financially viable and contributed to the revitalization of downtown Middletown. In addition, we identified appropriate sources and application of funds which a developer would require to undertake the project. As a direct result of this developer's kit, a local insurance company acting as prime developer has undertaken the renovation of the entire block in joint venture with an architectural firm.



The Old Mill *Mountainview, California*

Hexalon, Inc., a Dutch real estate investment trust, asked Halcyon to examine several alternatives and suggest modifications for maximizing revenues for a two-level shopping center combining 137,000 square feet of retail and restaurant space with a landscaped interior and unusual architectural design. Our report contains a new financing plan and management recommendations regarding marketing and the restructuring of relationships with the City of Mountainview.



Charlestown Navy Yard *Boston, Massachusetts*

For the Boston Redevelopment Agency, Halcyon prepared a predevelopment marketing plan outlining tenant mix and including a management primer for a collection of late 19th century granite buildings within the Historic Monument Area of the Charlestown Navy Yard. Under a second contract, we outlined the parameters for developer solicitation, including estimation of residual land values and rents; master lease operating covenants; and legal coordination.



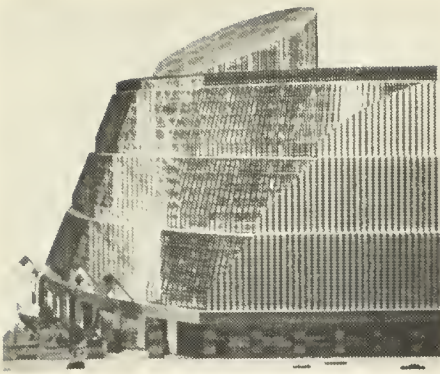
Louis Armstrong Memorial Park *New Orleans, Louisiana*

For the City of New Orleans, Halcyon produced a management and development analysis of potential uses for a 35-acre urban park dedicated to the memory of America's most famous jazz musician. Combining beautifully landscaped grounds with historic structures, including Perseverance Hall — the cradle of jazz, Armstrong Park will become a themed jazz and entertainment complex. Bounded by Rampart Street, it is adjacent to the French Quarter and on axis with Jackson Square, the traditional heart of this historic district.



Cypress Walk *Orlando, Florida*

For a joint venture of Transhol, the largest independent oil producer in Holland, and PPGM, a major Dutch pension fund, Halcyon is analyzing market voids, assisting in conceptual site planning and facilities programming, and providing support analyses for a 350-acre site adjacent to Disney World in Orlando, Florida. The \$400 million proposed development will include a retail and restaurant complex, major luxury hotel, conference center, condominiums and villas. Orlando ranks sixth in the world in number of hotel rooms and is fast becoming a significant conference and convention destination.



The State of Illinois Center Chicago, Illinois

For the Capital Development Board, which is directing the development of the new State of Illinois Center on Chicago's North Loop, Halcyon has prepared detailed financial and operating agreements. These documents will serve as the basis for negotiations with a retail developer and for the issuance of revenue bonds required for completion. We are also providing multi-year income projections for 150,000 square feet of specialty retail and restaurant components.



U.S. Department of Housing and Urban Development Urban Development Action Grant Program Washington, D.C.

Halcyon serves as national consultant for HUD's Urban Development Action Grant Program. The principal objectives of the UDAG Program are the creation of jobs and the reclamation of deteriorated city neighborhoods and central business districts through the leveraging of private investment.

Halcyon's technical assistance assignments have ranged in scope and size across the country.

San Antonio, Texas

We are consulting on the light industrial and mixed-use potentials in Vista Verde, an older neighborhood immediately adjacent to downtown. Our work involves monitoring complex land transactions and construction schedule for a variety of new structures, including offices, manufacturing facilities, new hotels and some retail components.

Brownsville, Texas

We are assisting in final negotiations among the developer, the City and the financing institution for the 12th Street Development Area. The development plan outlines phased construction of a 120-room motel, 400-room high-rise hotel, 200-room condominium towers, a convention center annex and a specialty retail center.

Philadelphia, Pennsylvania

The construction of Gallery II, a 210,000 square-foot retail center in downtown Philadelphia, is part of the second phase of a major revitalization plan which includes the construction of two 500,000 square foot office towers and completion of a new commuter rail station on Market Street East. Halcyon is assisting in negotiations among the designated developer, the City and two anchor tenants for Gallery II.

East Cleveland, Ohio

Adjacent to the city of Cleveland, East Cleveland seeks funding for a mixed-use project which would renovate a small shopping area by adding new retail operations, a parking garage, offices, library, supermarkets and drive-in bank. For the pre-application process, we provided a review of site plans and financial studies, in addition to negotiation participation.

Halcyon: professional credentials and specialized services.

Additional Professional services to:

Cadillac Fairview Corporation
Citibank, N.A.
AT&T
Owens Illinois
George Washington University
Tecon Realty
J.P. Mahoney & Company
Dade County
Maguire Partners
City of Pittsburgh
City of New London
U.S. Steel Corporation
Olympia & York
The Harristown
Development Corporation
Pennsylvania Avenue
Development Corporation

Strategic Planning

Investment Counseling. Establishing acquisition or development portfolios.

Development Planning. Creating alternative development scenarios.

Highest and Best Use Analysis. Identifying and quantifying optimum development potentials.

Adaptive Re-Use Planning. Assessing conversion potentials, planning constraints and marketing opportunities.

Financial Feasibility

Financial Structures. Establishing mortgage and equity market options and conditions.

Cash Flow Projections. Estimating potential sales or rental rates on multi-year bases, including inflation and appreciation considerations.

Operating Budgets. Projecting property management costs including concept-induced expenses.

Risk/Sensitivity Analysis. Examination of critical investment parameters and assessment of downside risks.

Funding Alternatives. Identification of private/public participation and federal/state funding potentials.

Market Analysis

Economic Base Profiles. Comprehensive population, employment and income analyses.

Competitive Inventories. Alternative opportunity profiles including assessment of access, visibility, utilization and amenity features.

Product Definition. Establishing market segmentation and market-base support by categories.

Marketability. Creating pricing and phasing strategies, including analysis of marketing constraints and opportunities.

Preference Surveys. Assessment of consumer perceptions by survey and interview techniques.

Development Implementation

Public Investment. Establishing potential commitments for urban development grants, tax abatement and revenue bonding.

Development Terms. Advising on agreements or lease terms to protect development objectives.

Developer Solicitation. Identifying, profiling and soliciting developer interest, including assistance in preliminary negotiation.

Fiscal Impacts. Establishing positive contributions to job creation and local tax revenues against public service requirements.

Design and Construction Management. Design services selection, project delivery scheduling and assessment of construction management alternatives.





Halcyon Ltd.

Development
Consultants

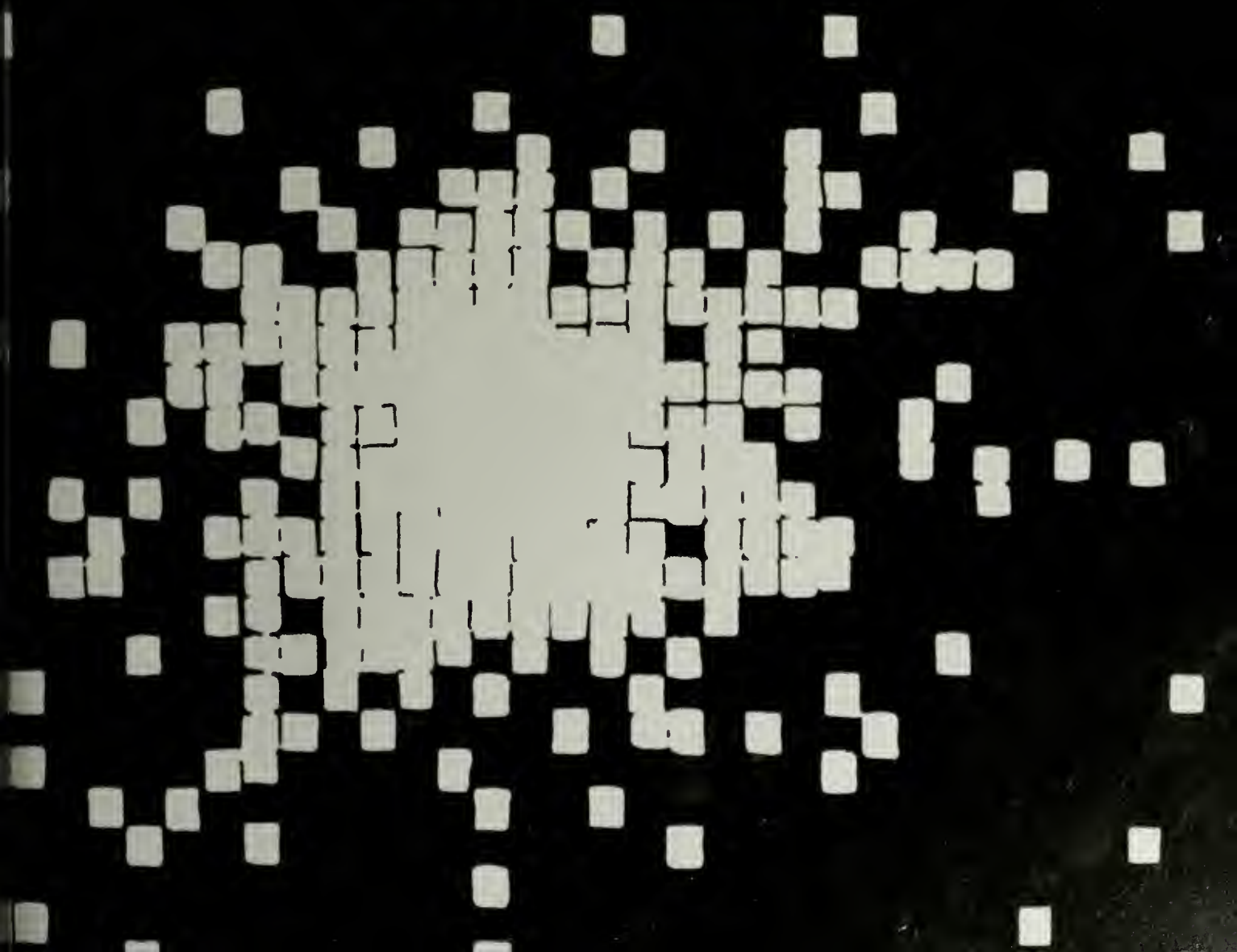
55 High Street
Hartford, Connecticut 06103
(203) 527-1896
Cable: HALCYON



Malcyon Ltd.

Development
Consultants

***Project Consulting:
High Density Mixed-use
Developments***





The Market at Citicorp Center
New York City

The Opportunity: Mixed-use development.

High density developments can include dramatic, imaginatively designed spaces for commercial retailing and restaurants. This emerging urban environment enriches the working experience by including attractive food service choices and specialty shops.

Corporations, institutions, and private developers are exploring this new building type for many good reasons:

- ☐ Offers amenities to the project's working population.
- ☐ Extends the project's useful and active life past normal office hours.
- ☐ Benefits the adjacent urban community by creating public spaces where people can meet and socialize.
- ☐ Fully exploits the economic opportunities of expensive downtown real estate.
- ☐ Provides business entry opportunities for small entrepreneurs.
- ☐ Demonstrates a commitment to America's ongoing urban renaissance.

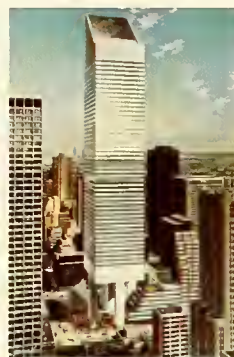
Modern retailing is a form of theater, where needs and aspirations are on display. By allying themselves with this marketplace, high density developments can enhance the quality of urban life.



The Market at Citicorp Center New York City

Development Directors, Halcyon created the concept, marketing plan, pro forma analysis, design controls, and assisted Citibank in the leasing effort for the International Market at Citicorp Center. The New York Times has said, "No other commercial center has presented to the public anything like this ... something of a ceremony and a celebration, and the feeling of being at a fair."

Client: Citibank, NA
Architect: Hugh Stubbins



Strawberry Square Harrisburg, PA

Halcyon served as overall retail development consultants creating concepts, pro formas, and marketing materials for the \$80,000,000 revitalization of Downtown Harrisburg. Subsequently we took over the direct marketing of the Strawberry Square Complex. "Using a new concept for quick-service food and a deliberate strategy for unusual specialty shops, Strawberry Square has brought new life and energy into Pennsylvania's capital city."

Client: Harristown Development Corp.
Architect: Mitchell/Giurgola

The Need: new urban identities.

For today's forward-looking corporations and institutions, Urban Development makes sense. It is an appropriate Locus. It makes long-term economic sense.

Halcyon understands the basic corporate or institutional need to project a new, positive urban identity. We understand the objective, and we can help fulfill it.

We have considerable experience with issues of corporate public relations and unusual community relationships. From creating effective marketing materials, through programming cultural and entertainment events, to advising on shop categories and potential tenants, Halcyon balances public relations objectives with economic realities.

We have worked in a number of American cities. We are familiar with differences and variations in rental structures, leasing strategies, concepts and space requirements. We carefully assess each chosen concept in context with its local setting. What works in New York may not flourish in Houston. Each development must have a unique identity, conditioned by the realities and opportunities of its own marketplace.



AT&T Corporate Headquarters New York City

We developed adaptable food service and retail concepts, prepared financial pro formas, and will assist AT&T in the marketing and implementation of commercial space within the project's unique mid-block Manhattan Galleria.

Client: AT&T/195 Broadway Corp.
Architect: Philip Johnson/John Burgee



Owens-Illinois Corporate Headquarters Toledo, Ohio

Halcyon is assisting Owens-Illinois in the creation of an unusual retail and food service complex. We're also serving as advisors on overall downtown Toledo retail developments in context with the SeaGate Redevelopment Complex.

Client: Owens-Illinois
Architect: Abramovitz Harris Kingsland



PPG Industries Headquarters Pittsburgh, Pennsylvania

We produced a market analysis and forecast of retail and restaurant potentials for downtown Pittsburgh, matched with a plan for a 100,000 sq. ft. themed specialty retail, and restaurant center to be clustered around PPG's new corporate skyliner.

Client: PPG Industries
Architect: Philip Johnson/John Burgee

The Skills: diverse, but specialized.

Halcyon understands the development process.

We have worked with many of America's leading architects. We have a fundamental sympathy with the design process—its vocabulary, its potentials, its limitations. We have successfully achieved consensus on difficult design issues affecting public spaces, retail visibility and office uses. We work effectively and knowledgeably with designers, because we understand their process while strongly representing technical and visual requirements for active and vibrant commercial spaces.

We are familiar with all the skills required on a development team, including finance, engineering, mechanical systems, life safety and high-rise architectural design.

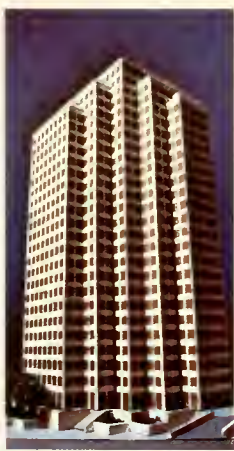
From our working experience as construction managers, we are competent with construction issues and costs. Our leasing people have direct and current knowledge of the retail industry.



the Sansome Tower San Francisco, California

Halcyon created commercial space concepts, pro forma analyses and a public activities plan for this new mixed-use financial district project. A particular focus is the viability of connections to the Bay Area Rapid Transit System.

Client: J.P. Mahoney & Company
Architect: William Pereira



Triad Plaza Houston, Texas

For this private development, Halcyon conceived leasing plans and the specialty tenant mix for an unusual urban complex of some 65,000 sq. ft. linked to a new Fairmont Hotel, a 500,000 sq. ft. office tower, and a 2,500 seat performing arts theatre.

Client: Tecon Realty
Architect: HOK, Dallas

GWU Office Complex Washington, D.C.

Halcyon has been retained to develop a unique retail and food service theme for this new office complex. This unusual development program required the retention of a series of historic structures, blending new construction with old.

Client: George Washington University
Architect: HOK, Washington



Oxford Centre Pittsburgh, Pennsylvania

In downtown Pittsburgh, Halcyon has been advising the owner/developer and architect on the creation of a multi-level specialty retail, fashion and food service complex. We've also created a package of customized marketing materials to lease this unusual project.

Client: The Oxford Group
Architect: HOK, New York

Dade County Administration Building, Miami, Florida

Halcyon has developed a unique retail and food service mixture designed to serve the captive building population, and the new metro rail and people-mover downtown stop to be located within this spectacular complex.

Client: Dade County
Architect: Hugh Stubbins

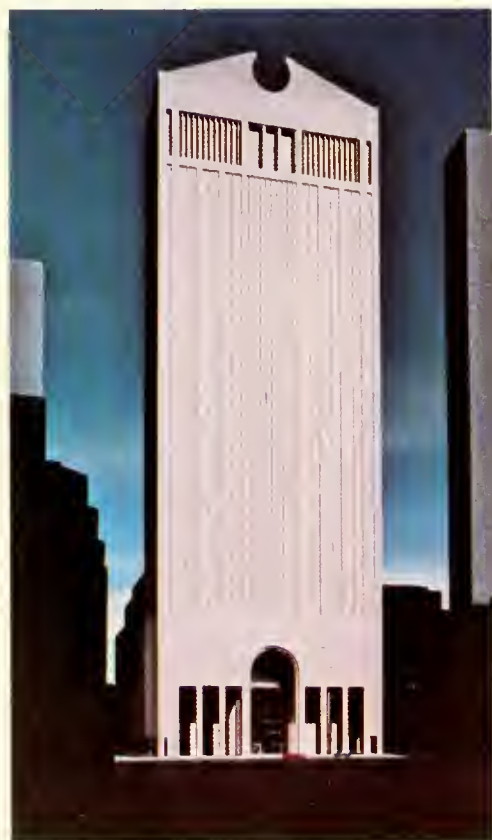
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Client: PPG Industries

Architect: Philip Johnson/John Burgee

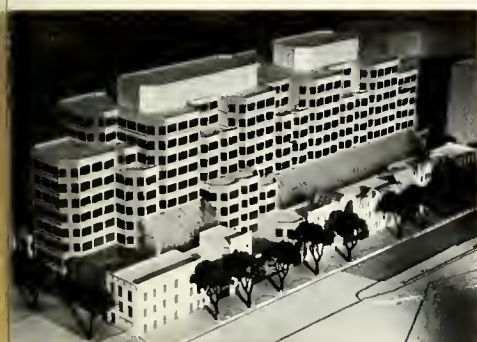
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We have worked with many of America's leading architects. We have a fundamental sympathy with the design process – its vocabulary, its potentials, its limitations. We have successfully achieved consensus on difficult design issues affecting public spaces, retail visibility and office uses. We work effectively and knowledgeably with designers, because we understand their process while strongly representing technical and visual requirements for active and vibrant commercial spaces.

We are familiar with all the skills required on a development team, including finance, engineering, mechanical systems, life safety and high-rise architectural design.

From our working experience as construction managers, we are competent with construction issues and costs. Our leasing people have direct and current knowledge of the retail industry.



The Sansome Tower San Francisco, California

Halcyon created commercial space concepts, pro forma analyses and a public activities plan for this new mixed-use financial district project. A particular focus was the viability of connections to the Bay Area Rapid Transit System.

Client: J.P. Mahoney & Company
Architect: William Pereira



Triad Plaza Houston, Texas

For this private development, Halcyon conceived leasing plans and the specialty tenant mix for an unusual urban complex of some 65,000 sq. ft. linked to a new Fairmont Hotel, a 500,000 sq. ft. office tower, and a 2,500 seat performing arts theatre.

Client: Tecon Realty
Architect: HOK, Dallas

GWU Office Complex Washington, D.C.

Halcyon has been retained to develop a unique retail and food service theme for this new office complex. This unusual development program required the retention of a series of historic structures, blending new construction with old.

Client: George Washington University
Architect: HOK, Washington



Oxford Centre Pittsburgh, Pennsylvania

In downtown Pittsburgh, Halcyon has been advising the owner/developer and architect on the creation of a multi-level specialty retail, fashion and food service complex. We've also created a package of customized marketing materials to lease this unusual project.

Client: The Oxford Group
Architect: HOK, New York



Dade County Administration Building, Miami, Florida

Halcyon has developed a unique retail and food service mixture designed to serve the captive building population, and the new metro rail and people-mover downtown stop to be located within this spectacular complex.

Client: Dade County
Architect: Hugh Stubbins

**The Response:
professional involvement
at many levels.**

From a participating member of the architect's team to full project execution on behalf of our clients, Halcyon has served many roles.

We have placed our development and marketing teams inside a client's organization to implement our original recommendations. We have served as surrogates for eventual retail and restaurant users to insure that their needs and expectations are met in the final project, greatly expediting the leasing efforts to follow.

In fact, when retail interests have not been represented by us during design development, we have frequently found major problems in the final stages of design.

Halcyon's Project Consulting Team includes skills in design, restaurant operations, retail mall management, construction management, financial analysis, leasing, project management, promotion and publicity.

We believe it is due to our flexible working style and unique combination of skills that most of our projects have been referred to us by former clients. We're convinced that any mixed development project can profit from our involvement at the earliest possible stage.



**Crocker Center
Los Angeles, California**

For this private twin-tower complex, Halcyon created a retail theme, established rent schedules, and developed a program for events and activities to present unusual retail and food service offerings to fast-growing downtown Los Angeles.

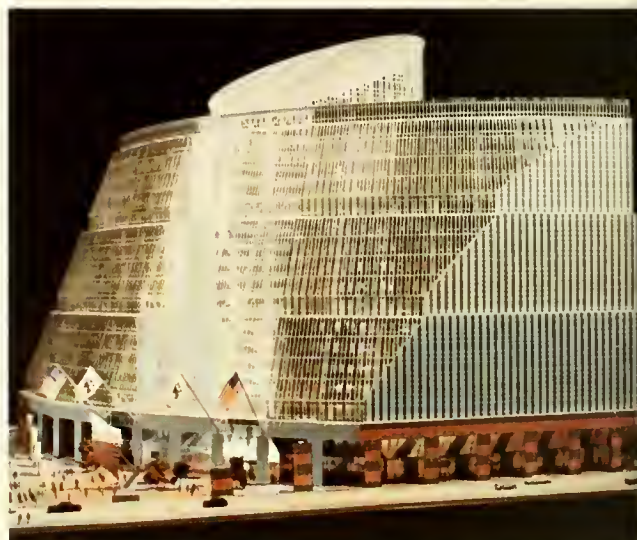
Client: The Maguire Partnership
Architect: Skidmore, Owings and Merrill



**101 Park Avenue
New York City**

Halcyon created retail concepts, pro forma and marketing strategy with heavy emphasis on food service as a draw for a concentrated office market. The building will set a new pace for the area south of Grand Central Station.

Client: Kalikow Interests
Architect: Eli Attia



**The State of Illinois Center
Chicago, Illinois**

The State of Illinois has retained Halcyon to plan over 150,000 square feet of themed specialty retail, cafes, and destination restaurants within this spectacular office structure. The new SOIC building will occupy a full block in the heart of Chicago's Loop.

Client: Capital Development Board
Architect: Helmut Jahn/C.F. Murphy

**Grand Avenue
Los Angeles, California**

For this sensational multi-development proposal for upper Bunker Hill in Los Angeles, Halcyon served as retail development consultant, creating concepts for both retail and food service, and prescribing the unique public activities plan for the overall project.

Client: The Maguire Partnership
Architect: Pelli, Myers, Legoretta, Hardy, Moore, Gehry, Halprin, and Perloff.

**The City at 42nd Street
New York City**

For a non-profit development group Halcyon created retail and food service concepts for this innovative mixed-use proposal which would revitalize New York City's 42nd Street.

Client: The City at 42nd Street
Architect: Richard Weinstein, Davis-Brody, and Jaquelin Robertson



**Alcyon: professional
redentials and
pecialized services.**

**Additional
rofessional
ervices to:**

Wtina Life & Casualty
orning Corporation
eration Corporation
urdine's Department Store
Smithsonian Institute
ept. of Housing & Urban
Development
New York Urban Development
Corporation
Greater Baltimore Committee
Pennsylvania Avenue
Development Corporation
Boston Redevelopment Authority
City of Pittsburgh, Pennsylvania
City of New London, Connecticut
City of Flint, Michigan
City of New Haven, Connecticut
City of New Orleans, Louisiana
City of Baltimore, Maryland

Retail Theme Concepts: We create customized commercial concepts for each project, set in context to the particular site and local trading area. Clearly identifiable commercial themes have great appeal to both retailers and restaurateurs. Designers spend considerable time in preliminary architectural design. We find it mandatory to do the same for the highly visible commercial portions of large, high-density projects.

Base Building Architectural and Systems Review: The impact of retail and restaurant development on a complicated, high-rise structure is frequently not well understood. We have amassed considerable experience in looking at the unique structural, mechanical and architectural base building issues which surround mixed-use development.

Pro Forma Analyses and Revenue Schedules: Retail and restaurant concepts are as good as their ability to sustain themselves. Developed space within a high-rise complex is expensive, more so than any other commercial equivalent. Hence, detailed analyses of revenue expectations and expenses are a fundamental part of our work.

Special Food Service Concepts: We have demonstrated that properly themed food service elements can create a unique draw for high density projects. Beyond servicing the captive office population within the complex, exciting food service offerings can attract a wider market from the surrounding community. Food service elements are the most difficult to conceptualize, lease, and operate; hence they require a significant level of our effort.

Promotion and Activities Recommendations: Events and activities can provide a strong identity to a high density complex. More importantly, they insure continuing support for the food service and retail offerings within. We've found many reasons for supporting these activities: improved public relations, direct community commitment, and creation of an exciting working environment for employees.

Customized Marketing Materials: We have created unique selling materials which set projects apart from the common denominator in a given market. Advance knowledge of leasing objections, concept adherence, and deliberate project positioning are essential to this process. We've also created automated visual displays for the owner's use in staff orientations, community meetings, and direct leasing of both retail and office space.

Implementation: We have assisted clients in direct leasing of retail and restaurant areas, and served as tenant coordinators to insure design and concept adherence. We've also served as construction managers and coordinators for several corporate and institutional clients. Typically, we perform these services on a professional fee basis to insure objectivity in all transactions.

**The Response:
professional involvement
at many levels.**

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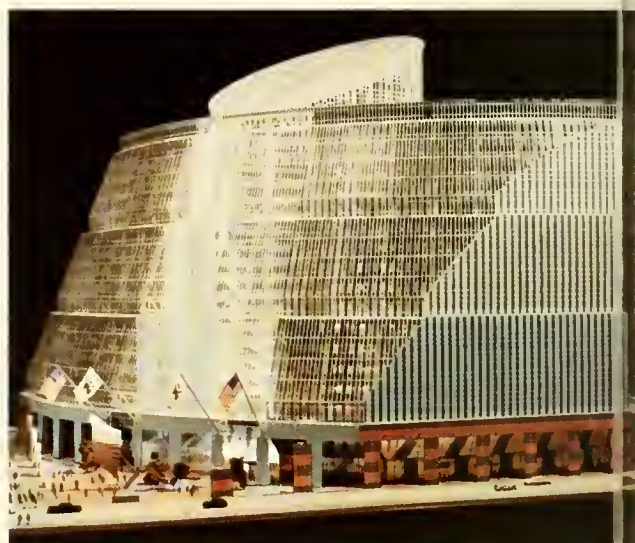
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**Halcyon: professional
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**Additional
Professional
services to:**

Etna Life & Casualty
Morning Corporation
Heraton Corporation
Murdine's Department Store
Smithsonian Institute
Dept. of Housing & Urban
Development
New York Urban Development
Corporation
Greater Baltimore Committee
Pennsylvania Avenue
Development Corporation
Boston Redevelopment Authority
City of Pittsburgh, Pennsylvania
City of New London, Connecticut
City of Flint, Michigan
City of New Haven, Connecticut
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City of Baltimore, Maryland

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Halcyon Ltd.

Development
Consultants

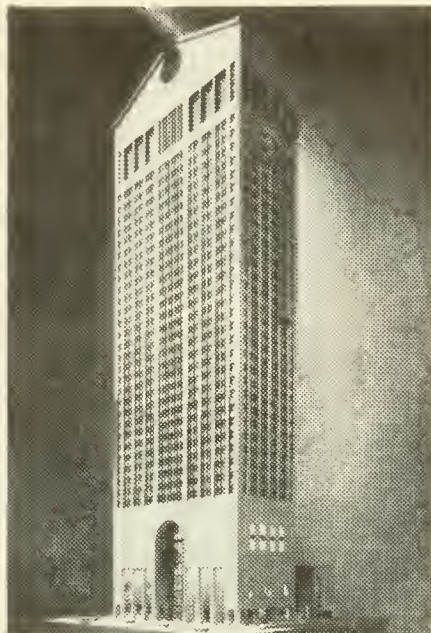
55 High Street
Hartford, Connecticut 06103
(203) 527-1896
Cable: HALCYON

Citylife/Cityspaces



CALIFORNIA

Atlanta based Hexalon Real Estate, Inc., retained us to assume full marketing and property management for the Old Mill specialty shopping, restaurant and entertainment complex.



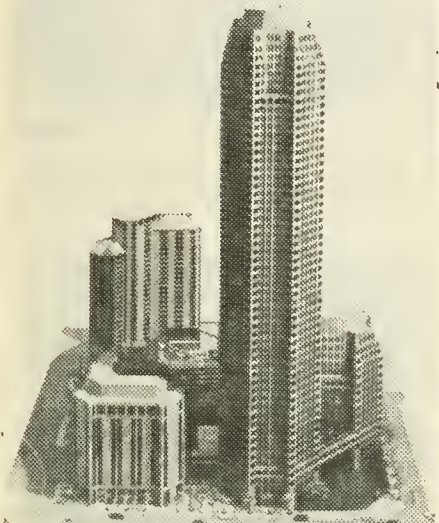
NEW YORK CITY

AT&T requested Halcyon to create an unusual food service and retail environment for their new architecturally innovative Madison Avenue headquarters tower.



FORT LAUDERDALE

For the Downtown Development Authority Halcyon is creating alternative development strategies for key riverfront properties to form a nucleus of retail, housing and activities in the downtown office core.



PITTSBURGH

U.S. Steel Realty retained Halcyon to plan activities and retail potentials for master block development, including the new Dravo Corporate Headquarters and Phase II hotel and residential complex.



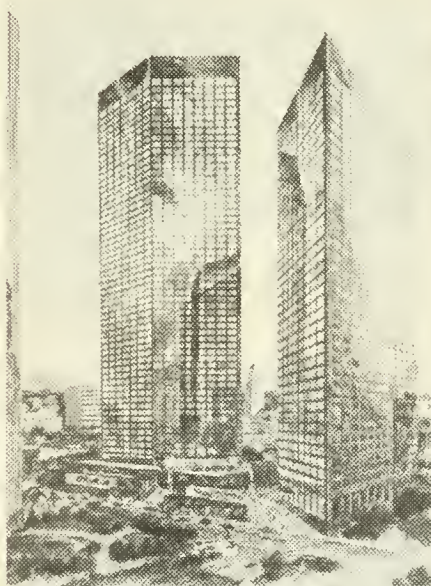
DAYTON

As overall development directors, we helped plan, lease, promote, and now manage the revitalization of Arcade Square, a historic domed marketplace.



SARASOTA

ADCorp, Inc., has asked us to assist in the development of a key waterfront property which will include an exclusive specialty center, offices and residential components.



LOS ANGELES

Halcyon has assisted the Maquire Partnership to establish an exciting mix of food service and retail offerings for the twin tower downtown Crocker Center complex.



BOSTON

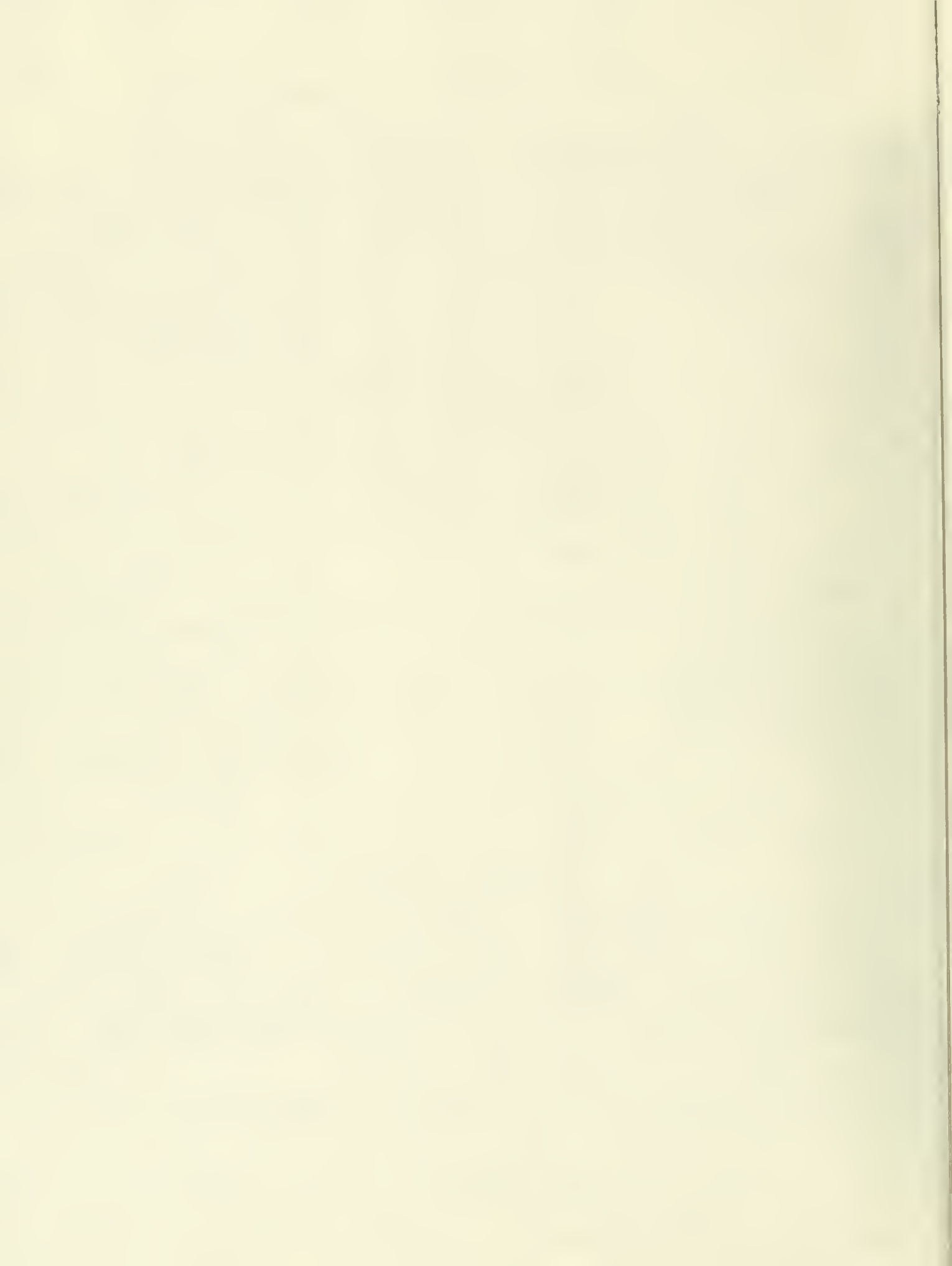
The Commonwealth of Massachusetts asked us to assess the potentials of mixed-use components within the new Transportation Building adjacent to Boston's Theatre District.



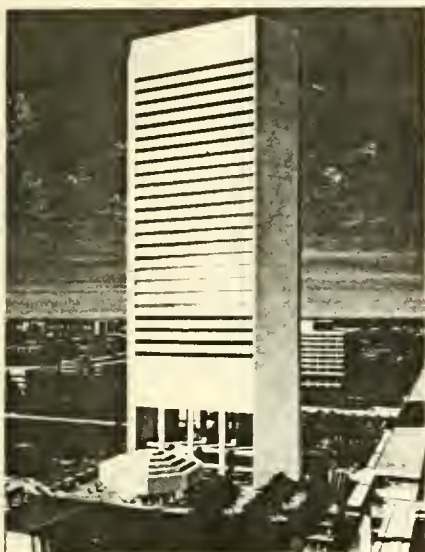
Halcyon Ltd.

CONNECTICUT OHIO CALIFORNIA

Development Consultants
55 High Street
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Cable: HALCYON



Citylife/Cityspaces



MIAMI

With Halcyon's plan, the Dade County tower will offer metro-rail commuters one-stop shopping and dining in the heart of Miami's Government Center.



TOLEDO

We are assisting Owens-Illinois with retail and food service developments within the spectacular SeaGate waterfront complex.



TROY

Halcyon is providing general leasing assistance and creation of a food emporium for the award winning 225,000 s.f. Uncle Sam Atrium.



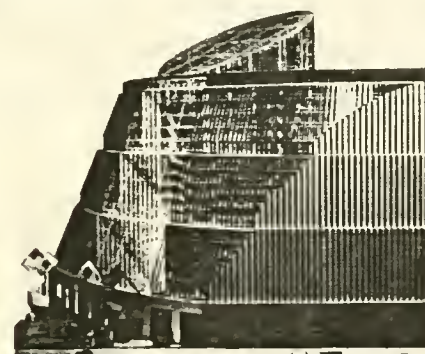
BOSTON

We are currently guiding the City of Boston on development options for the historic monument district within the Charlestown Navy Yard.



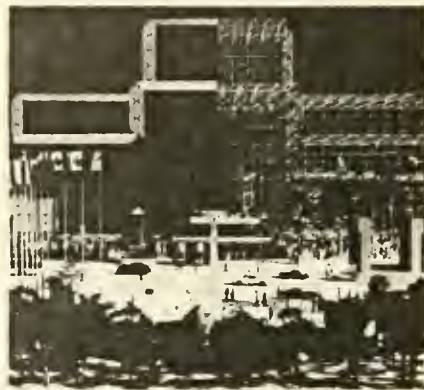
PITTSBURGH

We have created fashion and restaurant concepts and designed marketing materials for the 46-story Oxford Centre.



CHICAGO

For the State of Illinois we planned 150,000 s.f. of themed specialty retail and cafes, and continue to advise on developer negotiations for a full block of the Loop.



NEW YORK CITY

Following our study on retail and restaurant options, we are now creating unusual public space activities and features for the 6-square block Convention Center.



NEW ORLEANS

We are directing developer solicitations and a promotional campaign for Louis Armstrong Park, a 35-acre mixed-use complex adjacent to the French Quarter.



DAYTON

As overall development directors, we helped plan, lease, promote, and now manage the revitalization of Arcade Square, a historic domed marketplace.



Halcyon Ltd.


Development Consultants
196 Trumbull Street
Hartford, Connecticut 06103
(203) 527-1896

THE HISTORY OF THE

The first part of the history of the city of London, from the foundation of the city to the year 1066.	The second part of the history of the city of London, from the year 1066 to the year 1500.	The third part of the history of the city of London, from the year 1500 to the year 1600.
The fourth part of the history of the city of London, from the year 1600 to the year 1700.	The fifth part of the history of the city of London, from the year 1700 to the year 1800.	The sixth part of the history of the city of London, from the year 1800 to the year 1850.
The seventh part of the history of the city of London, from the year 1850 to the year 1900.	The eighth part of the history of the city of London, from the year 1900 to the year 1950.	The ninth part of the history of the city of London, from the year 1950 to the year 2000.
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The thirteenth part of the history of the city of London, from the year 2150 to the year 2200.	The fourteenth part of the history of the city of London, from the year 2200 to the year 2250.	The fifteenth part of the history of the city of London, from the year 2250 to the year 2300.
The sixteenth part of the history of the city of London, from the year 2300 to the year 2350.	The seventeenth part of the history of the city of London, from the year 2350 to the year 2400.	The eighteenth part of the history of the city of London, from the year 2400 to the year 2450.

MICHAEL P. BUCKLEY
President

As president and founding principal of Halcyon Ltd., Michael Buckley oversees all aspects of the firm's activities, from market analysis and conceptualization to leasing, promotion and project management. While responsible for corporate policy and long-range planning, he retains close project involvement as the company's chief conceptual planner. He holds an architecture degree from Rice University and a Master's degree from MIT in a special program combining the Sloan School of Management and Department of Urban Studies.




Author of numerous articles, Mr. Buckley has lectured widely on marketing, management and downtown development issues. He is a member of the Urban Land Institute, International Downtown Executives Association, the American Institute of Architects, the American Institute of Planners, the International Council of Shopping Centers, past president of the Connecticut Society of Architects, and director of the Connecticut Trust for Historic Preservation.

His previous experience in large-scale project planning includes the development plan for a new resort community in Vilamoura, Portugal, and the corporate headquarters of the ITEK Corporation. He has received several traveling research grants, including a Rotch Fellowship to analyze community developments in Europe.

THEODORE M. AMENTA

Executive Vice President

As Executive Vice President and founding principal of Halcyon, Theodore Amenta uses a multi-disciplinary approach in the production management of large-scale projects. With a background in residential and commercial financial analysis and development management, he monitors the entire production process, including issues of quality control, staff scheduling and client liaison.



A graduate of the School of Architecture at Pratt Institute, Mr. Amenta is a corporate member of the American Institute of Architects. He has been a visiting juror in urban design at Yale University, Pratt Institute and the Rhode Island School of Design. He attended the Professional Services Management Seminar at Harvard University, and conducted an advanced case study for the Mortgage Bankers Association of America at Michigan State University.

His articles on commercial development have appeared in the national press, and he has lectured widely on financing, marketing, and urban design.

JOHN RETFORD
Vice President

Educated in England at Mayfield College and the Law Faculty of the University of Birmingham, John Retford is a founding principal and Vice President for Corporate Finance. He also assumes responsibility for long-term project management, such complex and ongoing involvements as Arcade Square, Dayton, Ohio, and the UDAG technical assistance contract.

His Halcyon project management responsibilities have ranged from financial analysis of retail components to overall responsibility for leasing, construction coordination, promotion and management.

Previous professional experience with the Concordia group in both Canada and the United States includes the development of a computerized construction cost control system for Crown Center in Kansas City, where he was also responsible for controlling construction costs which ran in excess of \$6 million per month. Earlier experience in financial and marketing analysis was gained as Manager of Systems Design and Programming for a division of General Mills, and as Corporate Systems Analyst for Lever Brothers in Toronto, Canada.

Mr. Retford has lectured on a variety of financial and development management topics, including methodology for securing revitalization financing at the Indiana Governor's Conference on Downtown Revitalization.

JAMES C. LYNN

Senior Real Estate Economist

Formerly a Vice President at a Starrett Housing Corporation subsidiary; Director of Market Research with Howard P. Hoffman Associates, a division of Lehman Brothers Kuhn Loeb; and Area Supervisor for Real Estate Research Corporation, a subsidiary of First National Bank of Chicago, James Lynn brings more than 10 years' experience as development manager, financial packager and market analyst to Halcyon's projects.


Mr. Lynn's background ranges from identifying new residential and hotel conversion opportunities to packaging a 2,000-unit community in Washington, D.C.; a 40-acre business park in California; a super-regional shopping center for Equitable Life; and a million square foot adaptive re-use project in Detroit.

Mr. Lynn holds a Masters degree in Planning from the University of North Carolina, which he attended as a U.S. Department of Housing & Urban Development Fellow. Specializing in econometrics and urban systems analysis, he also received a Bachelor of Science degree in Civil Engineering from Columbia University.

CARL M. GEUPEL

Senior Associate

Carl Geupel brings a varied background in design and management to his responsibilities for research and review of development potentials. With a Master's Degree in Public and Private Management from the Yale School of Organization and Management, he also holds a Yale Master of Architecture Degree and has studied abroad at the Ecole des Beaux Arts in Paris.



For Halcyon, Mr. Geupel has developed retail concepts and translated them into merchandising plans for mixed-use projects. He has served as management consultant for large-scale projects and project manager for urban high-rise developments in Miami, Dallas and Chicago, as well as for public space use strategy for a 5-block convention center in New York and a residential development analysis for an economically depressed mid-western city.

Before joining Halcyon he designed and supervised small-scale renovations in historic neighborhoods. As a developer he was responsible for securing grants, code compliances, financing and construction. As a management consultant, Mr. Geupel advised a manufacturer of energy conservation products on marketing strategy, engineering considerations and government contract work.

FREDERICK L. CREVOISERAT

Senior Financial Analyst

Formerly an auditor and management consultant for Peat, Marwick, Mitchell & Company, a national accounting firm based in New York, Rick Crevoiserat serves as Halcyon's controller and senior financial analyst for urban development projects. He holds a Master's degree in Business Administration from Case Western Reserve University and a Bachelor's Degree in Economics from Tulane University.

For Halcyon he directs financial negotiations between municipal and federal agencies, conducts leasing analyses, and structures income statements for residential, retail and office projects. He has provided financial expertise for Halcyon's technical assistance contract with HUD's Urban Development Action Grant program.

Before joining Halcyon he gained a strong brokerage and real estate background and computer processing experience at Peat, Marwick & Mitchell as an investment specialist for clients like Advest, Aetna Life & Casualty, Gerber Scientific, and Acmat, among others. As mergers and acquisitions analyst for a large midwestern bank in Cleveland, Ohio, he assisted top management and clients in research and negotiations with potential takeovers and prepared pro formas on investment opportunities.

Mr. Crevoiserat attended the Senior Seminar on Real Estate Investment Analysis conducted by the Wharton School of Business.

WILLIAM K. WILSON

General Manager, Arcade Square

Operations Specialist

With a varied background in property and construction management, marketing and promotion, and retail leasing, William Wilson serves as General Manager of Arcade Square, Dayton, Ohio, and Operations Manager/Consultant on other Halcyon projects. He was formerly Property General Manager for First Union Management, Cleveland, and Mall Manager for the Edward J. DeBartolo Corporation, Youngstown, Ohio.


For Arcade Square, Mr. Wilson oversees all aspects of operations management, including marketing, leasing, preventative maintenance, security, new tenant construction and general space usage. He also coordinates management of the center with the property's consortium of owners and developers called Arcade Square, Ltd.

Before joining Halcyon, Mr. Wilson directed all facets of maintenance, accounting, operational budgeting and security as general manager for enclosed shopping centers and office buildings. He holds a Bachelor's Degree in Journalism from Ohio University, with a major in advertising/marketing and a minor in marketing/management.

NATALIE KORSHENIUK

Senior Associate
Public Relations Specialist

Educated at Trinity College and Harvard University, Natalie Korsheniuk has a strong background in public relations, specializing in the creation and management of promotional and publicity campaigns for Halcyon and its clients. In addition, she serves as project manager on urban mixed-used developments, most recently in Pittsburgh.



Before joining Halcyon, she was associate editor of the Connecticut Architect magazine. As public relations, fund raising and events director at the Hartford Architecture Conservancy, she gained first-hand experience with historic preservation issues. While an independent public relations consultant, Ms. Korsheniuk had been responsible for the writing and design of marketing strategy, including press releases, brochures, and direct mail pieces for architects, contractors and developers. Her articles have appeared in national trade magazines.

Ms. Korsheniuk serves as board member of the Connecticut Architecture Foundation, Public Relations Chairman for the Voluntary Action Center, and member of the Public Relations Committee of the Connecticut Society of Architects.

GEORGE HOMICK

Project Manager

Director, Graphic Communications

With a fine arts degree from the University of Hartford and graduate study at Rhode Island School of Design, George Homick directs Halcyon's corporate communications, visual design, marketing and advertising services. He is currently project manager for an unusual high-rise complex in downtown Los Angeles, programming its public spaces with a creative arts budget.

He brings to Halcyon a diverse background of design skills. His commercial photography has appeared in national magazines, Connecticut corporate brochures, and leasing brochures for commercial developments across the country. He is a member of the American Institute of Graphic Arts and the Connecticut Art Directors Club.

For Halcyon Mr. Homick's responsibilities include conceptual planning and design of all visual, marketing and project identity systems. These collateral selling materials highlight Halcyon's retail marketing programs. His brochure design ranges from two-color leasing schematics and promotional newsletters/posters to four-color magazine fashion layouts.

DAVID LEMONDS

Planning and Design Specialist


A versatile designer with a Fine Arts degree from Yale University, David Lemonds has diverse experience as an interior and furniture designer, and graphic artist. For Halcyon he is responsible for the production of graphic materials and analysis of architectural drawings for retail and food service space planning. The latter task includes review of interior traffic patterns, and the location, orientation and special space requirements of shops and restaurants.

While at Yale, Mr. Lemonds participated in a management training program and supervised 60 food service employees, serving 1,500 meals daily. His management duties included scheduling, ordering, budgeting and event catering. He later formed a rehabilitation design/build partnership, serving as an interior and facade designer for residential and commercial projects. He has also designed furniture on a contract basis.

In addition, Mr. Lemonds has designed theater sets for New Haven productions and has exhibited drawings in area one-man and group shows.

JEROME L. RAPPAPORT, JR.
Development Analyst


Jerry Rappaport has an interdisciplinary background in urban housing and real estate development planning. He received a Masters in City and Regional Planning at the John F. Kennedy School of Government and Harvard University. He has previously worked as a real estate consultant analyzing financial feasibility of housing and mixed-use developments, and weighing alternative financing mechanisms and sources. Mr. Rappaport graduated from Harvard College with a Cum Laude in Economics.



For Halcyon, Mr. Rappaport has assessed retail and food service demand and capacity. He has provided skill in packaging real estate development deals for Halcyon's technical assistance contract with HUD's Urban Development Action Grant. He currently is restructuring industrial, retail, hotel and mixed-use developments so that they meet the developer's criteria and satisfy UDAG's underwriting requirements.

Before joining Halcyon, Mr. Rappaport has consulted on integrating Boston's public housing. He has analyzed the extent of residential displacement in Boston and proposed effective housing policies to lessen the impact of displacement pressures. He also has provided transportation systems planning for a large mixed-use development.

KENNETH A. MUNKACY
Development Analyst



Mr. Munkacy has recently joined Halcyon, adding to the firm in planning and systems analysis. Before coming to Halcyon, he provided planning services to the City of Philadelphia and several community development corporations while employed by the Wharton School's Management and Behavioral Science Center. He was a Summer Associate for the Chicago Office of Skidmore, Owings and Merrill, and worked on large scale mixed-use development projects. At the Urban Academy for Management (a non-profit NYC management consulting firm), he managed the development of a \$110 million accounts payable and building consolidation system for NYC's Office of Property Management. In 1977/1978, he was selected as a NYC Urban Fellow and worked for the City Planning Commission's Office of Community Development and Capital Budget.

With degrees from Franklin & Marshall College in Economics and Government and the University of Pennsylvania in City Planning, Mr. Munkacy has been a legislative aide and an analyst for the National Institute for Advanced Studies. In 1976 and 1977, while working at the National Institute for Advanced Studies, he was assigned to a HUD contract that evaluated the role of small businesses in neighborhood economic development in 15 U.S. cities. He also served as a consultant for the national evaluation of the Food Stamp Program. Prior to this he served as a legislative aide for U.S. Senator Harrison Williams (D-NJ), handling urban development legislation.

SHAUN SCALLAN

Development Analyst

As a development analyst, Shaun Scallan has expertise as a market analyst involved in retail tenant mix studies, income pro formas, site reconnaissance and canvassing.

With Halcyon he has consulted on high density projects in Washington, D.C., Florida, Connecticut, Boston and New York City. His duties have included the evaluation of metropolitan markets, financial feasibility studies, and competitive framework analysis in highly trafficked areas.

Prior to joining Halcyon, Mr. Scallan worked in retail management and was directly responsible for promotion, advertising, buying, store design and construction. He has been a personnel advisor and regional manager of fabric and houseware operations in New York City, Philadelphia and Connecticut.

Mr. Scallan is presently serving as a director of Talcott Glen's Condominium Association, and is also a past member of the Hartford Civic Center Shops Advisory Board for Aetna Life & Casualty.

SEPTEMBER 1980

BUILDINGS

THE CONSTRUCTION AND BUILDING MANAGEMENT JOURNAL

RESOURCEFUL RETAILING

By Randolph Brown



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Resourceful retailing

Building owners, office tenants, and ailing downtowns can all benefit from well-planned retail space in mixed-use developments. By Randolph Brown, Halcyon, Ltd.

With the advent of the multi-level, mixed-use urban specialty center in recent years, urban developers combining office and retail space are learning about new leasing and tenant mix strategies. The successes and failures of this prototypical commercial space obviously depend on the tenants themselves and, indirectly, on how the stores are merchandised throughout the center.

Since many of these retail and restaurant projects have little outside visibility and generally lack a connection into one or more department stores, the tenant mix should provide unique

destinations which not only capture the downtown work force but also, hopefully, the suburban shoppers. The secret of generating the highest sales volume from these tenants lies in strategically locating them throughout the project to enhance circulation patterns and increase impulse sales. The developer also benefits through extra profits from percentage or overage rental income.

Design for success

Our experience in merchandising and laying out tenant mixes, vertical transportation, entrances and exits, design, and

security measures for high-rise office buildings around the country has revealed that each building is a different challenge. The retail component usually occupies from 2 to 10 percent of the office building. We have also found that architects and developers generally tend to neglect the retail space until after the base building considerations have been finalized. This lack of attention creates circulation problems, awkward areas to lease, poor exterior visibility, mechanical problems, and insufficient tenant or construction allowance money for leasing purposes. These are just a few of the pre-development considerations which tend to be neglected in budgets, but which must be addressed before the tenant mix or leasing strategies and considerations can be established.

In general, specific categories of retail and restaurant uses should reflect the needs of the office workers above the retail area, as well as the daytime work force in surrounding office buildings. Consider the captured market for lunches on rainy days which exists within your building. By drawing these workers past the "harder" goods on the way to lunch, you can heighten the probability of impulse purchases. Then there are the coffee breaks which can be stylishly catered with fantastic ice cream, candies, pastries, and a variety of beverages. We have also found that an architecturally elegant center with a creative mix of tenants serves as a stimulating amenity to potential office tenants.

continued



As illustrated by the architect's model of the recently-completed Strawberry Square, a mixed-use complex in Harrisburg, PA, restaurants situated to one side of the second level draw shoppers up and through the main atrium, past the bulk of the retail shops.

RETAILING

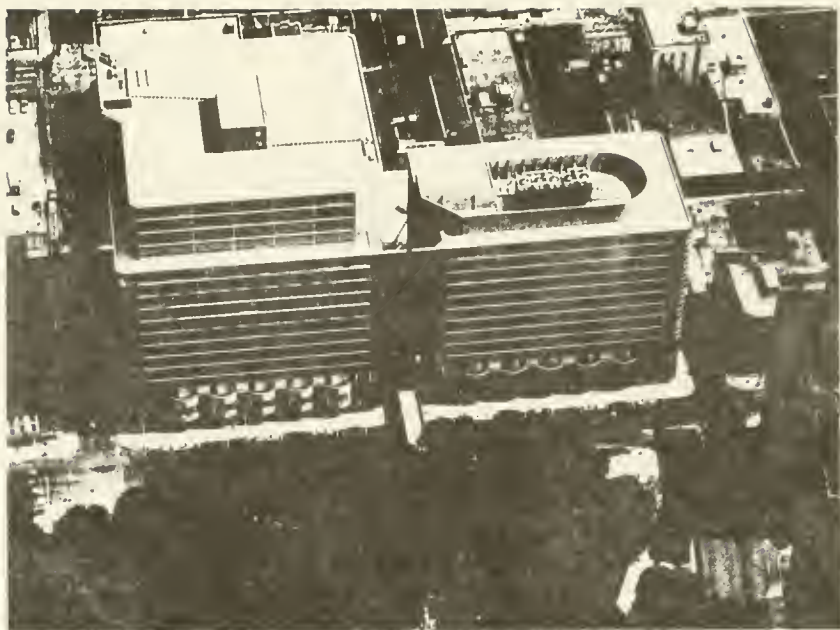
The actual tenant mix itself should be conceived well before the actual leasing activity begins. After establishing the market demands for food service and differing shoppers goods in your area, you must consider the appropriate size of these particular operations and the amount of visibility necessary to stimulate sales. For example, a hair salon should not be given prime visibility, whereas a gift shop or a jewelry shop requires visibility.

Birds of a feather

We found that the clustering of similarly merchandised shops tends to create a more destination aspect for a shopper interested in a particular type of item and allows each of the merchants to take advantage of each other's draw. Higher priced fashion stores should be placed side-by-side in one area, while the more affordable lifestyle shops, such as accessories, gifts, and kitchen shops, should be clustered in another.

To make the best of poor leasing opportunities, program your strongest draw in the worst space. For example, very large spaces with limited visibility can be leased to restaurants which are destinations for the luncheon, cocktail, and dinner crowds. Ideally, your restaurants should be placed in the least trafficked area so that their draw will pull potential shoppers by the impulse-oriented store fronts of your retailers. For example, at Strawberry Square, a mixed-use urban specialty center of about 100,000 square feet in downtown Harrisburg, PA, we situated the Great International Food Works to one side of the second level in order to draw people up and through the main atrium past the bulk of the retail shops.

Another technique which we have used in our projects involves merchandising around the elevator cores of the second



Strawberry Square in downtown Harrisburg, PA, is a three-level specialty retail complex topped by 960,000 square feet of fully-leased office space.

and third levels so that the office workers must go down to the first level and back up through the other levels to reach the luncheon area. In this way, you multiply the available leasable area and force the daily traffic up and through the retail areas.

Variety is the spice

The primary tenant mix program must also include retail and restaurant opportunities that are not currently served by the market. In older cities, especially those sapped of retailers by the suburban regional centers, there are many voids in the downtown marketplace. If you simply duplicate the existing retail uses in a downtown, you will not necessarily draw the suburban shopper or even the office worker to your project. You must create some new excitement — which can be done through leasing to new and exciting merchandisers, attracting chain stores not currently in the metropolitan area, and luring "Moms and Pops" in the distant or nearby communities to locate

a second or third operation downtown. You want to establish a tenant mix offering unique merchandise and a special shopping environment that can only be found in your project. If you offer the same fare existing in the suburban centers, you may succeed in securing AAA tenants but, most probably, you will jeopardize your unique identity and lose profitable percentage rentals.



Brown



"Establish a tenant mix offering unique merchandise and a special environment that can be found only in your project, with as many different stores and restaurants as possible."

In order to achieve the highest possible minimum rentals, the developer should try to create as many different stores and restaurants as possible. It is much easier to get a higher dollar per square foot rental from a store owner in a smaller space than it is in a larger space. This approach forces the retailer to inventory on a much higher level per square foot, thereby enhancing the overall sales volume on a per square foot basis. By operating a smaller store, the retailer cuts down on his common area maintenance costs, promotion charges, and the like, while still achieving the same volume as in a larger store.

Whenever possible, lease space to as few service-oriented enterprises as you can. An urban center ranging in size from 50,000 to 100,000 square feet will necessarily need, and want, a small branch bank. The bank will pay a high minimum rent, but you will obviously get no percentage rental from them. The bank is a convenience to the store managers and a source of cash for shoppers.

However, phone stores, gas and electric outlets, travel agencies, and other office/service oriented operations, in general, do not pay a percentage rent and add little to the shopping environment. They occasionally do act as a draw, but we recommend a more retail oriented daily draw such as a wine store, possibly a fruit and produce and deli operation, perhaps a dry cleaner and other categories which people would frequent out of necessity. Incidentally, these operations can be designed with a degree of style, but the leasing and architectural team must insist upon this extra effort.

Insist on aesthetics

It should be noted that to enhance your tenant mix, a strong tenant design criteria should be included as an exhibit in the lease. This is especially true for the store fronts, and both interior and potentially exterior displays. Whenever possible, display windows should be incorporated on the exterior of the building in order to catch the

pedestrian's eye. Signage should be tasteful and low keyed for both the stores and the project itself. Stores that do not front on the exterior of the building must be colorful and inviting. To protect operators from shoplifting and additional labor costs, entrances to shops and restaurants should be kept to a minimum and, in most cases, should emanate from the interior mall walkway.

The following list of tenant mix percentages for urban specialty centers should serve you well as you begin organizing your program:

- Food services - 35 to 40 percent
- Apparel - 25 to 30 percent
- Shoes - 10 to 15 percent
- Jewelry - 5 to 10 percent
- Gift shops - 10 to 15 percent
- Service-related shops - 10 to 15 percent

Obviously, these parameters will vary from market to market, and should be established only after you have considered the competitive retail and restaurant framework in your primary and secondary market areas.

In conclusion, the success of any urban center tenant mix will depend upon retailing and restaurant tenants who can offer a new and exciting approach to shopping that cannot be found in the suburban or other competing developments nearby. If well executed, a mix of unusual tenants, appropriately merchandised throughout the center, will complement the office tenants, enhance the public's image of the office building, and, hopefully, increase revenues through percentage or overage rentals. □

Randolph G. Brown is a development analyst for Halcyon, Ltd., a development consultant firm headquartered in Hartford, CT and responsible for analyzing, negotiating, controlling, and supervising multi-million dollar office and retail projects throughout the country.



Modern urban centers are being designed to accommodate a variety of enterprises. Lower levels give the illusion of spaciousness while actually containing a number of stores and eating facilities.



Most food kiosks in these centers have little immediate seating, with the emphasis being on a more communal general dining area. This also allows groups to sample a variety of foods.

Urban Centers: New Markets for the 1980's

Fast service restaurants have become an essential part of urban shopping center planning. Once regarded as second class tenants, they are now viewed as the key to drawing crowds for other businesses.

Shopping centers—once thought to be a fixture of the suburbs—are now being built in downtown metropolitan areas. However, these new center-city projects are quite different from traditional regional malls. Instead of low, square structures with department store anchors at the corners and acres of free parking beyond, urban centers of the 1980's are located inside high-rise office towers.

Fast service food has taken on a new character in the downtown mixed-use developments. Gone are the haphazard leasing policies and off-traffic spaces that food delivery tenants were often forced to accept at suburban malls. In urban centers today, fast service restaurants are the single most important component for success, according to Michael Buckley, president of Halcyon Ltd. of Hartford, Connecticut, the busiest urban development consulting firm in the country.

"We use quick service as a primary draw in all our projects," says

the man responsible for marketing Citicorp Center (New York), Aetna Life & Casualty Civic Center Shops (Hartford), Arcade Square (Dayton), Crocker Center (Los Angeles), AT&T Corporate Headquarters

"There's a new animal out there. It's food service in the middle of these big towers."

(New York), Strawberry Square (Harrisburg), PPG Corporate Headquarters (Pittsburgh), Dade County Headquarters (Miami), State of Illinois Center (Chicago), One Oxford Centre (Pittsburgh), and several other structures in various stages of development.

"There's a completely new animal out there," Buckley emphasizes. "It isn't food retailing in the

suburbs, it's food service in the middle of these big new towers. It still has to be quick, but there's a whole different dimension to it."

To illustrate, Buckley cites his experiences at Strawberry Square. "If the free market was doing anything, it was fleeing downtown Harrisburg. Against this trend, a non-profit corporation had put up a multi-story retail atrium constructed around new office buildings. There was a glorious new city room, the architecture was stunning, and it sat right across the street from the state capitol . . . but the retail environment couldn't have been worse. We took over the marketing of this place, and two weeks later, Three Mile Island happened."

Most observers expected the project to fail as spectacularly as Atlanta's Omni (a highly visible downtown center whose lack of success rocked the industry in the 1970's), but Buckley had ideas of his own.

"We turned Strawberry Square around with fast food," he reports.



Strawberry Square in Harrisburg features eight different food kiosks on its upper level. Diners must pass retail stores both before and after eating, and often use the time saved by eating fast food to do other shopping.

"We designed an upper level tray of 8 food kiosks; we put out a press story that they would feature the ethnic specialties of the Harrisburg region; and we went out to lease them, putting a lot of small people into business fast. That one operation broke the back of the credibility of the project, because we knew we at least had a built in lunchtime population if we could give the state office workers a different experience. It had to be quick service because they only have an hour to eat. We called it The Great International Foodwerks, trying to inject an ethnic feeling to the spelling. We added shared seating that we got the developer to pay for, and they can turn over three to four times during the lunch period. There was the magic of the idea—the food brought in the people, and once they were there, they could eat and still have 20 or 30 minutes left to shop."

Fast service thus delivered customers for gifts, middle market fashions, and convenience items. These retailers, in turn, drew their own customers who then ate at one or another of the food kiosks. The result? Downtown Harrisburg today is a revitalized, profitable area being hailed as among the most dramatic urban regenerations in America.

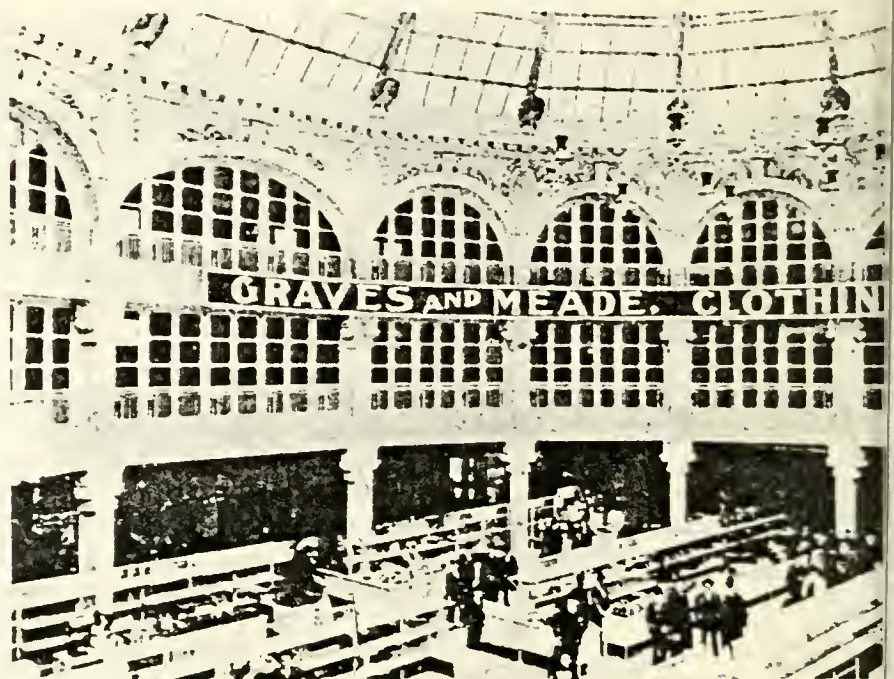
"Quick service food did it," Buckley stresses, "and if it was true there, it can be true in any high-

density, mixed-use environment."

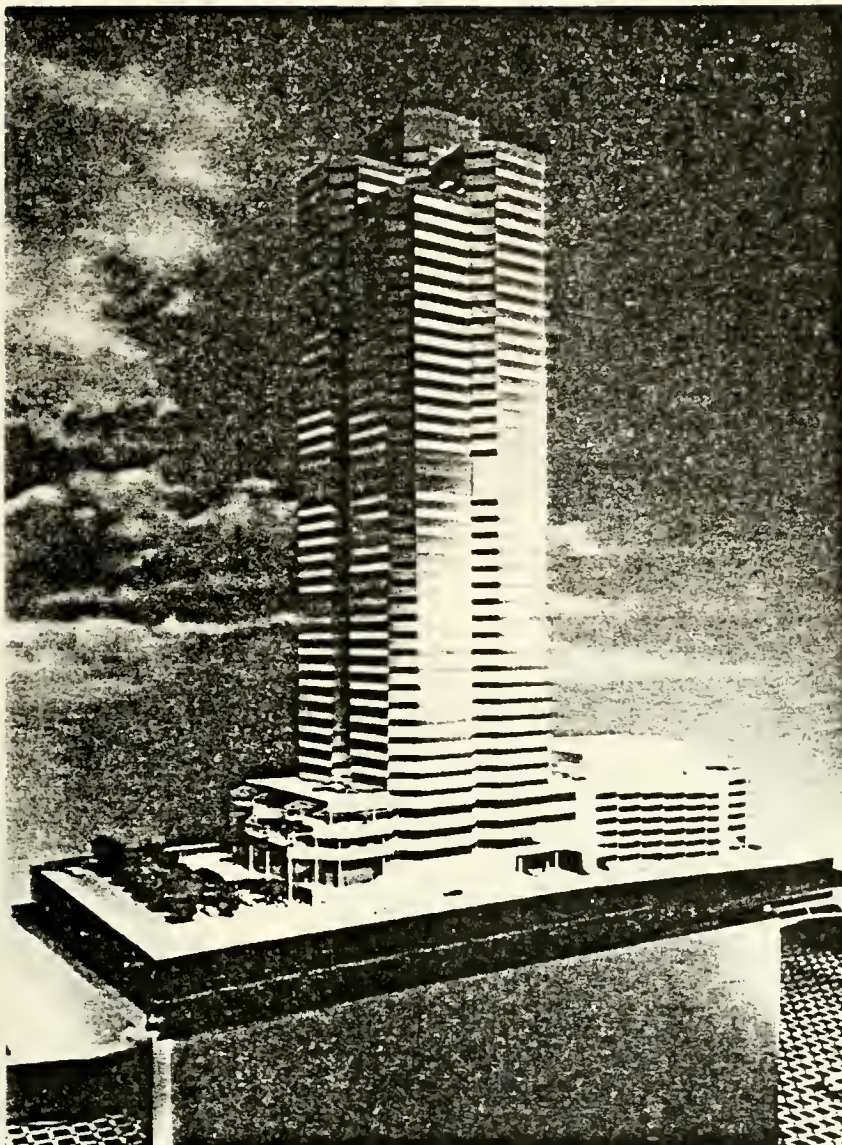
His experience at Strawberry Square contains the seven elements he considers vital for any successful fast service operation in an urban project: unifying theme, ethnic variety, striking names, communal seating, developer participation, short leases, and the most controversial aspect—local

independents instead of chain operators.

A unifying theme helps create a sense of shared excitement among the leasees and the customers, he has found. In addition to the Great International Foodwerks in Harrisburg, Buckley's firm has come up with "Hemisphere" for units offering foods of Central and South America



The above photos show Arcade Square in Dayton in its original form and after its conversion into a modern dining/shopping center.



This architect model of One Oxford Centre in Pittsburgh shows the exterior of a typical urban center. The multi-storied office building provides a steady supply of customers for fast food shops and other businesses located on the lower levels.

(Miami's Dade County Headquarters) and "City Fare" for specialties from the streets of Chicago (State of Illinois Center).

As these names indicate, he is convinced that the most effective mix of fast service menus features regional foods. "The old way, which we no longer do at all, was that you covered the basics—hamburgers, hot dogs, pizza. We don't have hot dogs and hamburgers, and we try to steer away from pizzas, even though they're good money makers, because we're trying to provide a different, more memorable

experience for the customers."

Instead, diners are offered ethnic variety: Italian, Chinese, Jewish, frequently Greek, frequently Mexican, and whatever other nationalities are to be found in the area where the project is situated. Also usually included is a pastry-and-coffee unit and a juice-and-yogurt bar.

Eight to 10 varieties is best, in Buckley's opinion. "That's about the number of ethnic possibilities. It's hard to do more without some overlap unless you pick a theme that's unusually exotic."

Long before the units are leased, each booth receives a flamboyant name—Strawberry Patch for the juice kiosk in Harrisburg and Torrents of Love (an actual Caribbean delicacy) for the pastry booth at Miami's Hemisphere, for example. "We don't always wind up using these names, but they help to capture the tenant's imagination when he starts thinking about coming in with us. It makes him see better what we're envisioning for the area," Buckley notes.

Share seating for all fast service customers is essential to the atmosphere of excitement and vitality that he seeks. Chairs and tables should be located in a visible part of the project and surrounded by the fast service units.

The number of seats depends on the configuration of the area. "About half the time, we take the number of food stands, estimate the number of turns they need at lunchtime in order to make a decent profit for themselves and pay a decent rent to the landlord, and figure how many seats are needed to cover them." Buckley calls this the classic approach.

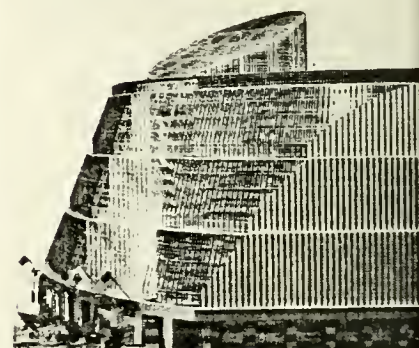
In contrast is the pragmatic approach. "The rest of the time we keep squeezing and squeezing until we've got roughly enough to cover four turns. Sometimes, the building shape limits what you can do, and you have to shift to some stand-up tables. Also, sometimes the customers are a walking population, and you can count on a percentage to buy and walk."

Ideally, however, adequate seating should be incorporated into the initial design. "If there are not enough chairs, if there are too many people standing around with trays in a packed environment, people will start griping and the complaints go right back to management. So the more intelligent way is to carefully estimate the turns. You have to do this realistically, though," he advises, "because there's otherwise the danger of too many seats, which conveys an

He also prefers to give each fast service tenant only a five-year lease, even though this is considered relatively short for a large scale retail

The five-year time period seems to work well. "It hasn't made any difference to our tenants because their up front investments are all recouped within the first two or three years anyway. They have some equipment costs to amortize, but not really any heavy invest-

Finally, Buckley favors leasing to local independents rather than to chains. "We frankly want the tenants to believe in our overall concept for the fast service area, to believe that we're somehow going to protect them with the strength of the concept, and that's just not something the chains usually look for," he points out. "We're also found that the little independents frequently lend a lot more color and character to the project. They have the potential for more excitement than the chains, although they can also fail more often or deliver poorer



A model of the State of Illinois Center being built in Chicago.

He has managed to attract established local operators who have a track record of providing good food service. Some already were downtown, while others came from elsewhere in the greater metropolitan area. Most featured homemade products, original recipes, and family ownership. The owner almost always retains the original location and uses it as a base from which to prepare much of the food

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URBAN CENTERS

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served at the urban center. Although many of the independents are not trained in fast service delivery, they nevertheless have been able to develop methods that work from them. "It's the old trial-and-error routine usually, but it's amazing how good they get to be," Buckley comments.

What, then, is the place of national franchise operators in urban centers of the 1980's? According to Buckley, the chains must become more adaptable if they are to succeed in this environment.

"In our experience, chain operators as a rule are frozen into criteria that don't fit the nature of a multi-use project. They still may be merchandising only from a self-standing building, or requiring a distinctive sign that's too large for the tenant specifications, or their systems may only be designed to produce everything on the spot, which you can't really do in one of these little units."

He is not convinced that the majority of franchised fast service programs have yet accepted the potential inherent in urban projects. "The chains have tremendous advantages that could be applied to downtown centers. They can create new units with extremely short lead times, and they have within their national organizations the talent to design and staff and purchase for them. But most aren't doing it because they're still counting only on the power of the chain name."

Buckley believes that the nature of food delivery in a mixed-use environment requires the flexibility to blend one's individual identity with a single, common identity for the fast service area as a whole. "Advertising has to be co-op, and the project itself is its own best advertisement. The operators have to merge into something like a great extended family, and pull to-

gether," he explains. "But the financial rewards can be enormous. If I were a chain, I'd be trying like crazy to fit into this market, even though as a developer I'd hate to lose the independents."

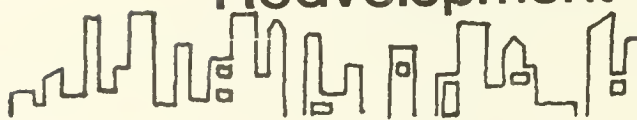
There was a gap of some 40 years between the completion of

"We've found that little independents lend much more color to the project."

Rockefeller Center—the last high-density multi-use environment to be built, until Halcyon produced Citicorp Center in the 1970's. "There's just not a lot of experience out there yet," says Buckley. For this reason, established shopping center developers as well as cities and even the federal government have called on his firm for advice in urban renewal projects.

As rising gasoline prices make commuting from the suburbs more expensive, as historic preservation makes downtown addresses more fashionable, and as corporations seize upon the tax advantages of relocating their headquarters in center cities, it seems clear that the urban exodus has been halted and reversed.

If Buckley is correct that we are seeing only the start of a major population shift that will have an impact on retail behavior for years to come, fast service operators who adapt to this changing marketplace may be the ones who best survive the 1980's. □



Urban projects: *What can you expect? What's expected of you?*

By Theodore M. Amenta

The strongest markets for development in 1980 will be the large Central Business Districts (CBD's) of cities like Houston, Dallas, New York, Chicago, Los Angeles and Washington, DC. Smaller cities, however, can also succeed in attracting reinvestment. Existing federal funding programs and the President's new urban policy will continue to support new construction and rehabilitation. Private investment will be required to complete the process of urban economic rebirth.

What is expected of developers entering the urban arena? And what, in turn, can they expect of the cities?

Before a city prepares a "Request for Proposals" to the development community, it must demonstrate that a commonality exists between the interests of the community business and the objectives of political leadership. Developers look for a strong commitment by business and city leaders, and a positive investment climate. If this spirit of cooperation is not evident, most developers will withdraw from the investigation process.

The more political obstacles a city can eliminate before the developer comes to town, the easier it will be to attract a competent developer. If the landowner is a public function, semi-public development corporation, or simply a major taxpayer, this entity can and should streamline the approval process by obtaining prior ratification of zoning changes, urban design criteria impact, legislative review, EPA review, and research of historic preservation issues.

"Highest and best use"

Another important preparatory task is a study of the "highest and best use" for the site. This investigation is a cost which must be expended so that the city is able to secure the highest return on land value. The cost of this study

will represent approximately 2 to 3 percent of the total project cost after development, but no successful development can be undertaken without this determination. When this initial cost is borne by the private developer, he will instinctively seek those projects which have an obvious ability to succeed, rather than exotic or difficult projects.

If the city undertakes the analysis and packages it, the development process will be accelerated. By identifying the resources and constraints to the development process; by projecting an unbiased and candid appraisal of the development; by obtaining detailed and professional market analyses; and by preparing illustrative, physical planning arrangements, it is possible to create a development package which would require many months and thousands of dollars for the private developer to create.

Development offering

Considering the multiple attractions and opportunities offered to the development community, the graphic power and imaginative presentation of the development offering is critical. The visual appearance, organization, and assembly of details for the development package has only one chance to hold and keep the developer's interest long enough to elicit inquiry phone calls and to schedule that most important first visit. The following section outlines the kind of information required to elicit interest and achieve a negotiated agreement. These materials should be prepared accurately and in sufficient number for each response to the "Request for Proposals." The request should include:

✓ **Project description:** A legal and physical description of the project should include all incumbrances, rights of way, possible methods of ownership, and a brief outline of the offeror's intent;

✓ **Analysis drawings:** An illustrative representation should show existing zoning restrictions, floor area available, type of construction especially renovation, and present condition of the property;

✓ **Project context:** A description of the immediate environs should be accompanied by the appropriate demographics, market trends, governmental structures, and the competitive framework;

Theodore M. Amenta is president of Halcyon Leasing and Management and vice president of Halcyon, Ltd., of Hartford, Connecticut. He has extensive development, leasing and management experience in urban centers, including the firms' recent Arcade Square multi-use project, in Dayton, Ohio, and the redevelopment of New London, Connecticut's central business district.

✓ **Development issues:** If the title holder intends to control development with regard to style or use, these issues should be identified: site development, planning principles, vehicular and pedestrian movement, existing physical heritage to be preserved, characteristics, scale, materials, the intention of employment impact, and construction labor (union or non-union).

✓ **Market analyses:** A compilation of base information should demonstrate the extent of market available for each of the proposed uses, whether hotel, office or retail;

✓ **Concept descriptions:** A narrative reinforced with illustrations and financial analyses should outline the proposed development concept in sufficient detail so that the developer can determine the accuracy of construction and development costs, anticipated revenue, amortization rates, capitalization, and ultimately project feasibility;

✓ **Source and application of funds:** In the event there are non-private sources of funds, such as UDAG, UMPTA, EDA, Public Works, these should be identified, together with the constraints these funds will place on the project;

✓ **Implementation strategy and financing:** What role the landowner wishes to play in the development process and what level of return he is interested in obtaining should be clearly delineated. If the project involves straight sale of property, then the developer would seek the support of a major lending institution. If the landowner wishes to participate in the development profits, he must enter into a joint venture relationship. If the landowner seeks only to achieve the highest and best land value, then he should function as a financing source. In either case, the level of return that the landowner desires must equate with the role which he will take.

It is the city's responsibility to outline the developer selection process and submission requirements as clearly and succinctly as possible. The developer must, in a general way, demonstrate the ability to secure financing and to execute at a sufficient level of quality within a stated time frame, and the willingness to proceed in an expeditious manner. Specifically, he should be required to submit the following:

✓ **Development program:** a written statement describing his intention to follow a development program consistent with the outlined concept or detailing in what ways it is different and why.

✓ **Experience and qualifications:** name and the legal mechanism by which the developer is doing business (whether nonprofit, partnership, a business association or joint venture); identification of the known principals, partners or co-venturers participating in the development and each participant's interest in the project; and identification of all projects in which the developer has been involved.

✓ **Illustrative material:** an example of a completed project which has a similarity in style and use to the one proposed.

✓ **Statement of financial capability** with credit references and a Dun & Bradstreet report.

✓ **Statement describing project cost** and a pro-forma analysis which also reveals his view of the proposed project.

✓ **Experience and qualifications of the architect** and other design professionals who will participate in the project.

✓ **Major operating entities**, whether hotel or retail components, which would be incorporated into the development project.

✓ **Schedule** for completed development submissions, negotiations, ground breaking and opening.

Developers receive "Requests for Proposals" from cities across the country. Normally, they cull all information carefully and, through a series of telephone calls, request more information from some cities, or eliminate others as inappropriate development ventures. If they take the next step of visiting the site, which is usually a one-day excursion, the host city has an opportunity and obligation to organize a meeting with its business and political leaders.

If the developer judges the economic and political climate as worthy of further investigation, he will enter the pre-development process, which includes identifying the range and depth of the marketplace. The developer will also want to identify the sources and amounts of public commitments or participation. This analysis would include the consideration of possible public uses and potential for other activities which bring life to a mixed-use project, such as a convention center, city hall annex or park.

The commitment to the project on the part of the host city has to be overwhelming. This commitment must be stable enough to withstand, in many cases, successive political administrations. And the willingness of the city to participate in payment for amenities and in structuring tax control mechanisms must be made obvious to the potential developer.

Preliminary contract

If the developer meets all of the offeror's criteria, and if, in turn, he deems the proposed development's ingredients to be positive, the developer will be prepared to enter into a Letter of Understanding or Memorandum of Agreement which should reflect the basic business relationship between the developer and the host city.

This Memorandum is, of course, binding on the host city, but not necessarily on the developer, for a period of time. It is the essential protection of the developer's up-front costs for design and a more rigorous financial analysis. It protects the tentative developer from simultaneous negotiation with other developers on the part of the city. Finally, after more studies, a full commitment can be made which should specify the city's contribution, plus the roles and responsibilities of both parties.

Developers look for cities with experience and a willingness to commit to new federal funding programs. The city must demonstrate the ability to weather any political storm during the application of these funds to downtown development, and sometimes in the face of neighborhood opposition as well.

The task of finding a developer or undertaking a development involves the same process. Whether the title holder is a city agency, an investment company, a semi-public developer or a private developer, the project will not succeed unless all the necessary ingredients are in place. No doubt smaller and less experienced CBD's will find the process more difficult than large cities, but they do have a chance if the local commitment is strong enough to sustain a consistent effort. Developers come in many sizes and forms, and their ranks continue to swell. □



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PROJECT CASE HISTORIES

MIXED-USE/SPECIALTY CENTER DEVELOPMENT EXPERIENCE

CIVIC CENTER SHOPS

A development of Aetna Life & Casualty
Hartford, Connecticut

Halcyon Ltd. was retained by Aetna Life & Casualty as the overall project manager for completion of the commercial portion of this complex, public and private sector joint venture, mixed-use project in Downtown Hartford.

Halcyon's responsibilities included overall project direction for the 220,000 square foot Civic Center Shops and 120,000 square feet of corporate offices; leasing development and back-up; market feasibility and Pro Forma analysis; design coordination and tenant liaison and construction management.

Halcyon's cost analysts, design coordinators and construction personnel were directly involved in the budgeting, design, competitive bidding and construction for over 50 specialty retail shops and the corporate offices. Halcyon administered professional design and construction contracts in excess of \$12 million on the \$29 million private sector portion of the Hartford Civic Center.

The Hartford Center Complex is a \$70 million joint venture between Aetna Life & Casualty, the City of Hartford, and ITT-Sheraton Corporation which covers more than two city blocks.

THE MARKET AT CITICORP CENTER New York City

As Development Directors, Halcyon created the concept, marketing plan, pro forma analysis, design controls, and assisted Citibank in the leasing effort for The International Market at Citicorp Center, Citibank World Headquarters Building.

STRAWBERRY SQUARE
Harrisburg, Pennsylvania

Halcyon served as overall retail development consultants creating concepts, pro formas, and marketing analysis for the \$80,000,000 revitalization of Downtown Harrisburg. Subsequently, we took over the direct marketing of the shops at Strawberry Square.

THE MARKETPLACE AT BURDINES
Miami, Florida

Burdines Department Store asked us to conceptualize and assist in the execution of a major new retail and food service department for their Downtown Miami Headquarters. Halcyon's team of Designers, Food Service Experts and Retail Planners also produced a Master Plan and Design contract for the entire ground floor street facing Burdines' Miami Flagship Store.

CROCKER CENTER
Los Angeles, California

For this private twin-tower complex, Halcyon created a retail theme, merchandised the public component, established rent schedules, and developed a program for events and activities to present unusual retail and food service offerings to fast-growing Downtown Los Angeles.

THE STATE OF ILLINOIS CENTER
Chicago, Illinois

The State of Illinois has retained Halcyon to plan over 100,000 square feet of themed specialty retail, cafes, and destination restaurants within this spectacular office structure. The new SOIC building will occupy a full block in the heart of Chicago's North Loop Redevelopment area.

OXFORD CENTRE
Pittsburgh, Pennsylvania

In Downtown Pittsburgh, Halcyon has been advising the owner/developer and architect on the creation of a multi-level specialty retail, fashion and food service complex. We've also created a package of customized marketing materials to lease this unusual project.

MIXED-USE

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PPG INDUSTRIES HEADQUARTERS
Pittsburgh, Pennsylvania

We produced a market analysis and forecast of retail and restaurant potentials for Downtown Pittsburgh, matched with a plan for a 100,000 square foot themed specialty retail, and restaurant center to be clustered around PPG's new corporate skyliner.

NEW YORK EXPOSITION AND CONVENTION CENTER
New York, New York

The New York State Urban Development Corporation retained Halcyon to perform three tasks related to public space programming and food service for the \$375 million New York Exposition and Convention Center. Our recommendations focused on potential retail and food service themes including extensive development pro formas for each component, optimum functional and mechanical requirements for food and beverage service, and a public space strategy utilizing state-of-the-art technology for information and entertainment events. Slated for completion by 1984, the five-city-block complex will enclose the country's largest area of exhibition space and will be the only convention facility committed to attracting tourists and residents as well as conventioners.

PROJECT CASE HISTORIES

DEVELOPMENT CONSULTING, MARKET ANALYSIS AND FINANCIAL FEASIBILITY EXPERIENCE

CITY OF NEW HAVEN PLANNING DEPARTMENT New Haven, Connecticut

Nationally known for its pioneering redevelopment efforts in the sixties, New Haven selected Halcyon to prepare a marketing and implementation strategy for the revitalization of downtown.

Halcyon's tasks included: Market analysis and development potentials for retail, entertainment and loft housing; establishment of office space absorption rates; analysis of hotel occupancy rates to establish lodging demands; review of parking structure developments, adaptive re-use potentials and new construction and an interim public relations and organizational program for a new private urban promotional entity---the New Haven Downtown Council---which was founded on the basis of Halcyon's recommendations.

Based on Halcyon's plan, the City of New Haven, assisted by the New Haven Downtown Council, has recently announced a major new office development by Chase Enterprises with Olympia and York facing the New Haven Green, and a major downtown retail expansion proposed by The Rouse Company.

NEW HAVEN DOWNTOWN COUNCIL New Haven, Connecticut

Halcyon produced a position paper advising on leadership formation, established funding horizons, and participated in the creation and organization of a new agency, jointly sponsored by area businesses, Yale University, Chamber of Commerce and City of New Haven. Halcyon also programmed a public relations strategy which included the design and production of a newsletter/poster/mailler called "Downtown Headliners" for the purpose of promoting and improving the city's quality of life and attracting new development for downtown. It is still being produced for general distribution by the new full-time staff.

DEVELOPMENT

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MIDDLESEX THEATRE BLOCK Middletown, Connecticut

The Middlesex Theatre Block is a cluster of historically significant buildings on Main Street, built shortly after the Civil War. Halcyon was retained by the Middletown Redevelopment Agency, at the urging of the Ad Hoc Committee for Preservation, to reconcile a controversy between factions who desired to preserve the Block and those who believed it was not financially feasible.

We presented reuse concepts which were both financially viable and contributed to the revitalization of Downtown Middletown. In addition, we identified appropriate sources and application of funds which a developer would require to undertake the project. As a direct result of this developer's kit, a local insurance company acting as prime developer has undertaken the renovation of the entire block in joint venture with an architectural firm.

NEW LONDON REVITALIZATION Central Business District New London, Connecticut

Halcyon Ltd. was retained to develop a Capital Investment and Marketing Plan for the adaptive reuse of New London's twenty block Central Business District. Responsibilities included market analysis, physical planning, and leasing and promotion coordination.

The refocus of \$10 million in community development funds, which ensued, has stimulated the preservation of this historic district and secured an influx of new retail and restaurant development.

BALTIMORE CENTRAL RETAIL DISTRICT Baltimore, Maryland

With a four-part contract, the Greater Baltimore Committee asked us to analyze the economic performance of Baltimore's retail district, suggest a workable development scheme which could attract private investment, create a complete financial pro forma identifying potential sources and techniques for funding, and assist in profiling prospective developers for a \$50 million mixed-use project.

DEVELOPMENT

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The GBC is a business-oriented private organization dedicated to the revitalization of Greater Baltimore. Based on Halcyon's study, a major developer has entered into negotiations with the City of Baltimore to develop and upgrade the Retail District.

OWENS-ILLINOIS CORPORATE HEADQUARTERS

Toledo, Ohio

Halcyon is assisting Owens-Illinois in the creation of an unusual retail and food service complex. We're also serving as advisors on overall Downtown Toledo retail developments in context with the SeaGate Development Complex.

CHARLESTOWN NAVY YARD

Boston, Massachusetts

For the Boston Redevelopment Agency, Halcyon prepared a predevelopment marketing plan outlining tenant mix and including a management primer for a collection of late 19th Century granite buildings within the Historic Monument Area of the Charlestown Navy Yard. Under a second contract, we outlined the parameters for developer solicitation, including estimation of residual land values and rents; master lease operating covenants and legal coordination.

LAFAYETTE MALL

New Orleans, Louisiana

Lafayette Mall will link the Superdome and the Poydras Street office corridor to the Mississippi riverfront and the Convention Center with a pedestrian and transit mall. The project combines specialty retail, residential and office opportunities in a collection of older downtown buildings. Halcyon is working with Daniel Mann Johnson Mendenhall, Inc. to conduct a market feasibility study for the New Orleans' Downtown Development District. Our responsibilities include establishing maximum recommendations for specialty retail facilities, evaluation of motel/hotel and office market projections.

DEVELOPMENT

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LOUIS ARMSTRONG MEMORIAL PARK

New Orleans, Louisiana

For the City of New Orleans, Halcyon produced a management and development analysis of potential uses for a 35-acre urban park dedicated to the memory of America's most famous jazz musician. Combining beautifully landscaped grounds with historic structures, including Perseverance Hall---the cradle of jazz---Armstrong Park will become a themed jazz and entertainment complex. Bounded by Rampart Street, it is adjacent to the French Quarter and on axis with Jackson Square, the traditional heart of this district.

Halcyon organized and managed a Community Advisory Board to assist in reviewing development options from a community's perspective.

ARCADE SQUARE

Dayton, Ohio

The \$10 million restoration of the 75-year-old Arcade Square, a historic domed rotunda, is one of the focal points of a major revival effort in Downtown Dayton.

A consortium of civic leaders and large corporations, including Mead and NCR, retained Halcyon to resurrect the former Farmers Market. Our initial efforts focused on a financing and merchandising plan to transform the building into 110,000 square feet of cafes and specialty shops. Over ten distinct sources of financing were identified and secured.

Halcyon was also responsible for construction management, leasing and promotion, coordinating city and federal commitments, including UDAG and historic preservation funding. We are currently serving as general managers.

FLINT DOWNTOWN DEVELOPMENT AUTHORITY

Flint, Michigan

For the Downtown Authority of Flint, Michigan, Halcyon developed a redevelopment renovation plan for the Pick/Durant Hotel, one of the last great achievements of Will Durant, the legendary founder of General Motors. We have also produced a housing analysis and market study for the Flint Lumber Yard site, on the City's main river and directly across from the heart of Downtown.

DEVELOPMENT

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We conducted a survey through major employers, including the downtown hospital complex, for housing type preferences and rental rate structures from potential downtown residents. We also recommended development funding sources and financing packages, and assisted in the creation of a developer solicitation.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Urban Development Action Grant Program
Washington, D.C.

Halcyon serves as national consultant for HUD's Urban Development Action Grant Program. The principal objectives of the UDAG Program are the creation of jobs and the reclamation of deteriorated city neighborhoods and central business districts through the leveraging of private investment. Halcyon's technical assistance assignments have ranged in scope and size across the country.

SECTION 4.1 TEAM CAPABILITIES

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National Trust for Historic
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(202) 673-4219





Experience Profile Code Numbers for use with questions 10 and 11

- 001 Acoustics; Noise Abatement
- 002 Aerial Photogrammetry
- 003 Agricultural Development; Grain Storage; Farm Mechanization
- 004 Air Pollution Control
- 005 Airports; Naval Airports; Airport Lighting; Aircraft Fueling
- 006 Airports; Terminals & Hangars; Freight Handling
- 007 Arctic Facilities
- 008 Auditoriums & Theatres
- 009 Automation; Controls; Instrumentation
- 010 Barracks; Dormitories
- 011 Bridges
- 012 Cemeteries (*Planning & Relocation*)
- 013 Chemical Processing & Storage
- 014 Churches; Chapels
- 015 Codes; Standards; Ordinances
- 016 Cold Storage; Refrigeration; Fast Freeze
- 017 Commercial Buildings (*low rise*); Shopping Centers
- 018 Communications Systems; TV; Microwave
- 019 Computer Facilities; Computer Service
- 020 Conservation and Resource Management
- 021 Construction Management
- 022 Corrosion Control; Cathodic Protection; Electrolysis
- 023 Cost Estimating
- 024 Dams (*Concrete; Arch*)
- 025 Dams (*Earth; Rock*); Dikes; Levees
- 026 Desalinization (*Process & Facilities*)
- 027 Dining Halls; Clubs; Restaurants
- 028 Ecological & Archeological Investigations
- 029 Educational Facilities; Classrooms
- 030 Electronics
- 031 Elevators; Escalators; People-Movers
- 032 Energy Conservation; New Energy Sources
- 033 Environmental Impact Studies, Assessments or Statements
- 034 Fallout Shelters; Blast-Resistant Design
- 035 Field Houses; Gyms; Stadiums
- 036 Fire Protection
- 037 Fisheries; Fish Ladders
- 038 Forestry & Forest Products
- 039 Garages; Vehicle Maintenance Facilities; Parking Decks
- 040 Gas Systems (*Propane; Natural, Etc.*)

- 041 Graphic Design
- 042 Harbors; Jetties; Piers; Ship Terminal Facilities
- 043 Heating; Ventilating; Air Conditioning
- 044 Health Systems Planning
- 045 Highrise; Air-Rights-Type Buildings
- 046 Highways; Streets; Airfield Paving; Parking Lots
- 047 Historical Preservation
- 048 Hospitals & Medical Facilities
- 049 Hotels; Motels
- 050 Housing (*Residential, Multi-Family; Apartments; Condominiums*)
- 051 Hydraulics & Pneumatics
- 052 Industrial Buildings; Manufacturing Plants
- 053 Industrial Processes; Quality Control
- 054 Industrial Waste Treatment
- 055 Interior Design; Space Planning
- 056 Irrigation; Drainage
- 057 Judicial and Courtroom Facilities
- 058 Laboratories; Medical Research Facilities
- 059 Landscape Architecture
- 060 Libraries; Museums; Galleries
- 061 Lighting (*Interiors; Display; Theatre, Etc.*)
- 062 Lighting (*Exteriors; Streets; Memorials; Athletic Fields, Etc.*)
- 063 Materials Handling Systems; Conveyors; Sorters
- 064 Metallurgy
- 065 Microclimatology; Tropical Engineering
- 066 Military Design Standards
- 067 Mining & Mineralogy
- 068 Missile Facilities (*Silos; Fuels; Transport*)
- 069 Modular Systems Design; Prefabricated Structures or Components
- 070 Naval Architecture; Off-Shore Platforms
- 071 Nuclear Facilities; Nuclear Shielding
- 072 Office Buildings; Industrial Parks
- 073 Oceanographic Engineering
- 074 Ordnance; Munitions; Special Weapons
- 075 Petroleum Exploration; Refining
- 076 Petroleum and Fuel (*Storage and Distribution*)
- 077 Pipelines (*Cross-Country—Liquid & Gas*)
- 078 Planning (*Community, Regional, Area-wide and State*)
- 079 Planning (*Site, Installation, and Project*)
- 080 Plumbing & Piping Design
- 081 Pneumatic Structures; Air-Support Buildings
- 082 Postal Facilities

- 083 Power Generation, Transmission, Distribution
- 084 Prisons & Correctional Facilities
- 085 Product, Machine & Equipment Design
- 086 Radar; Sonar; Radio & Radar Telescopes
- 087 Railroad; Rapid Transit
- 088 Recreation Facilities (*Parks, Marinas, Etc.*)
- 089 Rehabilitation (*Buildings; Structures; Facilities*)
- 090 Resource Recovery; Recycling
- 091 Radio Frequency Systems & Shieldings
- 092 Rivers; Canals; Waterways; Flood Control
- 093 Safety Engineering; Accident Studies; OSHA Studies
- 094 Security Systems; Intruder & Smoke Detection
- 095 Seismic Designs & Studies
- 096 Sewage Collection, Treatment and Disposal
- 097 Soils & Geologic Studies; Foundations
- 098 Solar Energy Utilization
- 099 Solid Wastes; Incineration; Land Fill
- 100 Special Environments; Clean Rooms, Etc
- 101 Structural Design; Special Structures
- 102 Surveying; Platting; Mapping; Flood Plain Studies
- 103 Swimming Pools
- 104 Storm Water Handling & Facilities
- 105 Telephone Systems (*Rural; Mobile; Intercom, Etc.*)
- 106 Testing & Inspection Services
- 107 Traffic & Transportation Engineering
- 108 Towers (*Self-Supporting & Guyed Systems*)
- 109 Tunnels & Subways
- 110 Urban Renewal; Community Development
- 111 Utilities (*Gas & Steam*)
- 112 Value Analysis; Life-Cycle Costing
- 113 Warehouses & Depots
- 114 Water Resources; Hydrology; Ground Water
- 115 Water Supply, Treatment and Distribution
- 116 Wind Tunnels; Research/Testing Facilities Design
- 117 Zoning; Land Use Studies
- 201 Multi-use Facilities /Retail
- 202 Master Planning
- 203 Economic Study
- 204
- 205

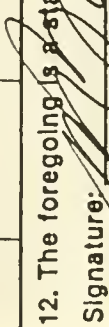
Profile Code	Number of Projects	Total Gross Fees (In thousands)	Profile Code	Number of Projects	Total Gross Fees (In thousands)	Profile Code	Number of Projects	Total Gross Fees (In thousands)
1) 089	8	925	11)			21)		
2) 201	11	1,362	12)			22)		
3) 202	1	20	13)			23)		
4) 079	1	20	14)			24)		
5) 072	7	465	15)			25)		
6)			16)			26)		
7) 047	5	885	17)			27)		
8) 110	8	889	18)			28)		
9) 017	1	300	19)			29)		
10)			20)			30)		

11. Project Examples, Last 5 Years								
Profile Code	"P", "C", "JV", or "E"	Project Name and Location	Owner Name and Address	Cost of Work (In thousands)	Complete Date (Actual/Estimate)			
089 047	P	1 Strawberry Square Renovation of Downtown Harrisburg Harrisburg, Pennsylvania	Harristown Development Corporation P. O. Box 1224 Harrisburg, Pennsylvania 17108	105	1977			
089 047 041 110	P	2 Arcade Square Renovation Dayton, Ohio	Mead Corporation Courthouse Plaza, N.E.	500	1980			
089 047 110	P	3 New London Revitalization New London, Connecticut	New London Redevelopment Agency 31 Union Street New London, Connecticut	180	1976			
089 110	P	4 Downtown Development Plan New Haven, Connecticut	The City of New Haven New Haven Planning Commission New Haven, Connecticut	60	1978			
089 047 110	P	5 Downtown Mixed-use Development Plan Value Capture Transit/Retail Office	Greater Baltimore Committee Baltimore, Maryland	80	1978			
201 017	P	6 Civic Center Shops & Corporate Ofcs. Hartford, Connecticut	Aetna Life & Casualty 1 Civic Center Plaza Hartford, Connecticut	390	1976			
201 021	P	7 The Market at CITICORP Center One Citicorp Center New York, NY	Citibank, N.A. One Citicorp New York, NY	400	1977			

5

Standard Form 254 July 1975.
Prescribed By GSA Fed. Proc. Reg. (41 CFR) 1-1.1

050,110 055,201 089	P	Urban Development Action Grant Program	451 Seventh St., SW Washington, DC			
201 072	P	9 SeaGate Riverfront Complex O-I Corporate Headquarters Toledo, Ohio	Owens-Illinois One SeaGate Toledo, Ohio 43666	156		1981
201 072	P	10 Dade County Administration Building Analysis of Joint Miami, Florida Transit-Retail Opportunities	Metropolitan Dade County Office of County Manager 1403 Courthouse Miami, FL 33130	35		1981
202 079	P	11 Cypress Walk Orlando, Florida 350-Acre site mixed-use analysis	Blue Mountain P.O. Box 22001 Lake Buena Vista, FL 32830	20		1982
110	P	12 Lafayette Corridor Analysis New Orleans, LA. Economic Dev. Analysis from Superdome to Mississippi Riverfront	Downtown Development District New Orleans 301 Camp Street New Orleans, LA 70130	24		1981
201 072	P	13 State of Illinois Center Chicago, Illinois	Capital Development Board Suite 300 180 North LaSalle Chicago, IL 60601	50		1981
089 050 110	P	14 Flint Downtown Development Authority Flint, Michigan Housing & Hotel Analysis	Flint Downtown Development Authority 1619 Mott Foundation Building Flint, Michigan 48502	75		1981
047 050 089	P	15 Charlestown Navy Yard Boston, MA Mixed-Use Potentials Analysis	Boston Redevelopment Authority 1 City Hall Square Boston, MA 02201	20		1981
201 072	P	16 AT&T Corporate Headquarters New York, NY	AT&T/195 Broadway Corporation 540 Madison Avenue New York, NY 10007	61		1982
201 110	P	17 New York Exposition & Convention Center New York, NY	Urban Development Corp 1515 Broadway New York, NY	70		1981
201 072	P	18 Crocker Center Los Angeles, California	Maguire Partners 2029 Century Park East Los Angeles, CA 90067	53		1981
		19				

201 110	P	20	George Washington University Complex Washington, DC	George Washington University 2121 Eye Street NW Washington, DC 20052	40	1981
201 072	P	21	PPG Industries Headquarters Pittsburgh, PA	PPG Industries One Gateway Plaza Pittsburgh, PA 15222	30	1981
017	P	22	Old Mill Mountain View, CA	Hexalon Real Estate, Inc. 5 Piedmont Center, Suite 405 3525 Piedmont Road Atlanta, GA 30325	Potential 300	1982
201 072 041	P	23	Oxford Centre Pittsburgh, PA	The Oxford Group 4295 Okenos Road Okenos, MI 48864	Potential 80	1982
201 072 089	P	24	Little Building BOSTON, MASSACHUSETTS	David Rubin Maric International Boston, Mass.	16.5	1981
201 072	P	25	Lafayette Center Washington, D.C.	Farr-Jewett Development Washington, D. C.	75	1982
089 201	P	26	Colonial Williamsburg Williamsburg, Virginia	Colonial Williamsburg Foundation Williamsburg, Virginia	3.5	1981
201	P	27	Oakland City Center Oakland, California	Bramalea Development Toronto, Canada	15	1982
201 072	P	28	Main Center Dallas, Texas	Bramalea Development Toronto, Canada	25	1982
201 072	P	29	Block 265 Building Houston, Texas	Wortham & Van Lieu 1010 Lamar Houston, Texas	25	1981
201 072	P	30	Transportation Building BOSTON, MASSACHUSETTS	Boston Redevelopment Authority 1 City Hall Square Boston, Mass.	26.5	1982
12. The foregoing is a statement of facts				Date: 10/22/81		
Signature: 				Typed Name and Title: Michael P. Buckley, President		

Downtown
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1981

AUTHOR

Retail Market Analysis

TITLE

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